

# *Kareeberg Municipality*



## *Integrated Development Plan*

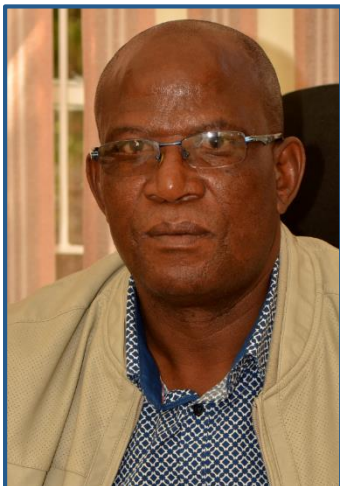
*2017 -2022*

*1st Review : 2018/19*

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FOREWORD BY THE EXECUTIVE MAYOR



Will be inserted with final submission at the end of May

Cllr Norman Stephen van Wyk  
Mayor

## ACKNOWLEDGEMENT FROM THE MUNICIPAL MANAGER

Will be inserted with final submission at the end of May

**Faried Manuel**

**Municipal Manager**

Draft

## EXECUTIVE SUMMARY

This is the first review of the 2017 – 2022 IDP and the content of the document will be applicable from the 2018/19 financial year onwards. As this document is a review of the original 2017 - 2022 IDP, information was amended/added/deleted where it was necessary for review purposes.

Kareeberg Municipality's Integrated Development Plan (IDP) provides the framework to guide the Municipality's planning and budgeting over the course of a set legislative time frame. It is an instrument for making the Municipality more strategic, inclusive, responsive and performance driven. The IDP is therefore the main strategic planning instrument which guides and informs all planning, budgeting and development undertaken by the Municipality in its municipal area.

The Vision, Mission and Strategic Objectives below were confirmed for the 1<sup>st</sup> review during the strategic session of the Municipality in February 2018.

The Integrated Development Plan (IDP) is guided by the vision of the Municipality:

***“A sustainable, affordable and developmental quality service for all”***

To achieve the vision, the Municipality has committed to the mission statement:

### ***Mission***

***We will achieve our vision by ensuring that we:***

***Provide a continuous and constant service***

***Provide a better level of service for our basket of services***

***Provide value for money that will be maintained by the municipality***

***Improvement of existing infrastructure and the creation of new opportunities for all***

Our Strategic objectives to address the vision will be:

### ***Strategic Objectives***

- ◆ Compliance with the principles of good governance
- ◆ Deliver basic services with available resources
- ◆ Facilitate integrated human settlements
- ◆ Enhance community participation
- ◆ Promote economic development, tourism and growth opportunities
- ◆ Sound administrative and financial services to achieve and maintain sustainability and viability

## 1 Municipal Powers and Functions

The table below indicates the functions which the Municipality is responsible for in term of the constitution. It also gives an indication if the Municipality has sufficient capacity to fulfil these functions:

Municipal function	Responsible for Function	Sufficient Capacity in terms of resources
Building regulations	Yes	No
Electricity and gas reticulation	Yes	Yes
Firefighting services	Yes	Yes
Local tourism	Yes	No
Municipal planning	Yes	No
Municipal public transport	Yes	No
Stormwater management systems in built-up areas	Yes	Yes
Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems	Yes	Yes
<b>Constitution Schedule 5, Part B functions:</b>		
Billboards and the display of advertisements in public places	Yes	Yes
Cemeteries, funeral parlours and crematoria	Yes	No
Cleansing	Yes	Yes
Control of public nuisances	Yes	No
Licensing of dogs	Yes	No
Local amenities	Yes	Yes
Local sport facilities	Yes	Yes
Municipal parks and recreation	Yes	Yes
Municipal roads	Yes	Yes
Pounds	Yes	Yes
Public places	Yes	Yes
Refuse removal, refuse dumps and solid waste disposal	Yes	Yes
Street trading	Yes	No
Street lighting	Yes	Yes
Traffic and parking	Yes	No

Table 1: *Municipal Powers and Functions*

## 2. Municipal Area at a Glance

Municipal area (total land extent)		17 702 km²	Demographics (2017)				
			Population	11 385	Households	3 088	Average household size
Education (2014)(Northern Cape)			Poverty (2017)				
Learner-School Ratio	501		Population density(persons/km²)		0.6/km²		
Educator-School Ratio	15.9		Proportion of households earning less than R4800 per annum		About 7%		
Access to basic services - minimum service level (2016)							
Water	47%	Sanitation	69%	Electricity	83.4%	Refuse removal	84.3%
Economy				Labour (2016)			
GDP growth % (2016)		8.5%		Unemployment rate		21.4%	
Largest sectors (GVA) 2016							
General Government / Community services		Agriculture		Transport, storage and communication		Wholesale and retail trade, catering and accommodation	
Safety and security – actual number of crimes in 2017 in Kareeberg municipality (Pixley ka Seme District in brackets)							
Serious crimes	Driving under the influence		Drug-related crime		Murders		Sexual offences
600 (9 022)	1 (115)		69 (905)		4 (100)		9 (275)
Source of demographic data: Quantec							

Source of demographic data: Quantec

Table 2: Municipal Area at a Glance

## 3. Geographical Context

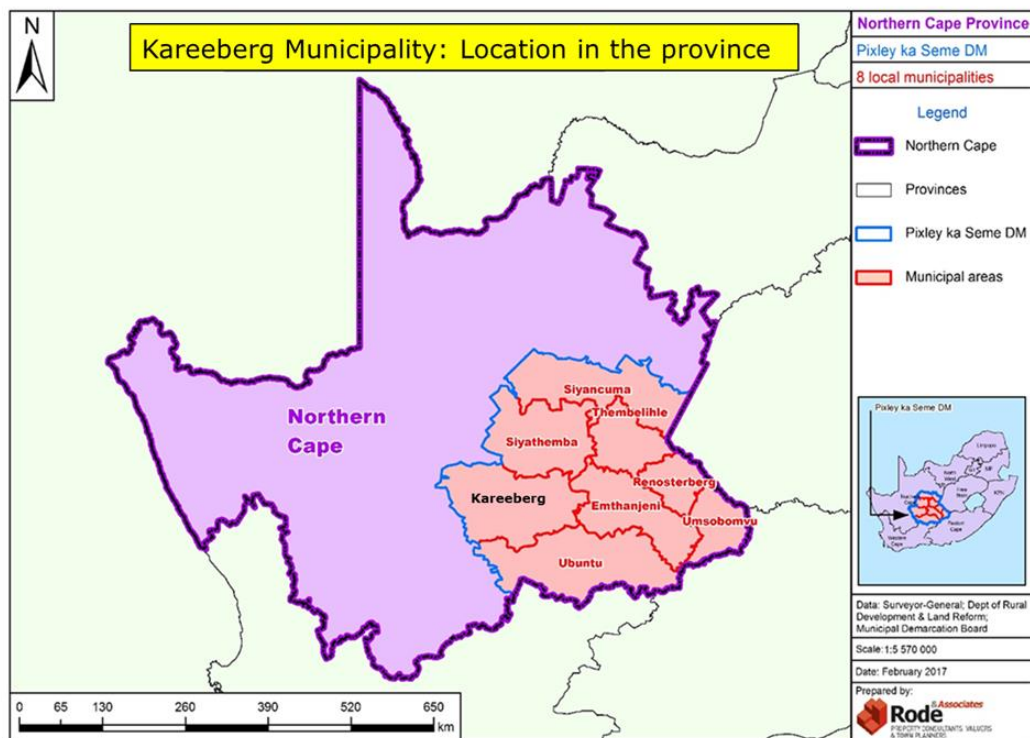
### 3.1 Spatial Location

The jurisdiction of the Kareeberg municipality covers an area of 17 702km<sup>2</sup>, comprising 17% of the total area of the Pixley ka Seme District municipality (102 766km<sup>2</sup>). The Kareeberg municipality is the western-most local municipality within the district. The main town is Carnarvon which is located in the southern segment of the municipal area. The two other settlements, viz. Vosburg and Vanwyksvlei, are respectively located more or less in the eastern and north-western segments of the municipal area.

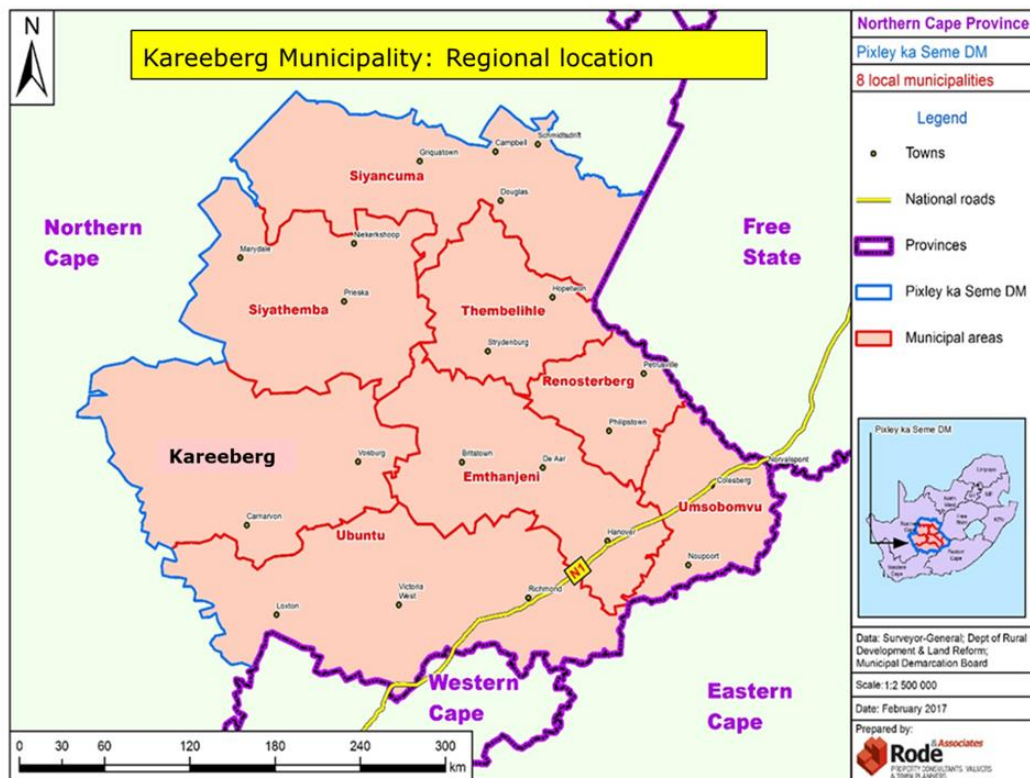
The Kareeberg municipal area is more or less equidistant from Upington and Kimberley (the largest towns in the Northern Cape Province) and a little bit further from Bloemfontein, which is located to the north east in the Free State province. Calvinia, located to the west of the municipal area, is a town with strong social and economic linkages with the people and activities in Kareeberg municipality. The regional setting of the municipal area is, although 'central' to the Northern Cape, not linked or connected to any major rail or road corridor.



The maps below indicate the location of the municipality in the province and the regional municipal location with the main towns:



Map 1.: Location in the Province



Map 2.: Regional Municipal Location



### *Carnarvon*



Carnarvon, situated on the R63, 140km from Williston and 63km from Loxton, is one of the busier centres in the Karoo region. The town, which is set amongst the hills of the Kareeberg range, serves a large sheep and game farming community. The district around Carnarvon is well-known for its unique corbelled houses built by the early trekboers from around 1811 to the latter part of the 19th century.

In recent years the town has become an important centre for space age technology with the construction of the Meerkat radio telescope and SKA (Square Kilometer Array), the biggest radio telescope in the world nearby that will be used to research cosmic radiation.

The Carnarvon Museum, situated in the 1907 church hall, contains over 1 000 items of cultural and historical interest. The corbelled houses alongside the museum, is well-preserved examples of the beehive-shaped stone houses of the early trekboers. Noteworthy architecture can be seen on a walk or drive around town, and of particular interest are homes of South African poets A.G. Visser and D.F. Malherbe, with their mixture of Victorian and Gothic styles.

### *Vanwyksvlei*



Vanwyksvlei is a small town that sits 149km east of Brandvlei and over 100km west of Prieska on untarred roads. It was established in 1880 and was named after a farmer called Van Wyk. The Afrikaans suffix vlei, means 'pond', 'marsh' which is quite ironic since this is one of the driest places in South Africa and the surrounding region is named the Dorsland "thirsty land". The town is a small-sized town close to the first dam that funded by the State and built in 1882. Because of it, the nearby town was a wonderful oasis to live in. For many reasons, the dam no longer holds much water – and life has ebbed from the town. San Rock Engravings can be viewed at Springbokoog. The beautiful Vanwyksvlei dam and local salt pans is also one of the many wonders of Vanwyksvlei.

*Vosburg*

Vosburg lies 100 km north-north-west of Victoria West, 70 km west of Britstown and 94 km north-east of Carnarvon. Named after the Vos family, who owned the farm on which it was laid out. It is a tranquil oasis set in the wide open spaces of the upper Karoo. The streets are lined with cypress, poplar, carob, beefwood

and pepper trees and there is a very pleasing grove of olive trees in the grounds of the stately Dutch Reformed Church. The tree-lined streets reveals a rich array of Victorian and Edwardian era homes, mixed in together with some more modern buildings. Some 22 of the buildings in the village have been declared national monuments.

Sheep farming is the main source of income in the district and the largely pristine environment ensures that Vosburg is a centre for the production of high quality organic lamb and mutton.

The Vosburg Museum is housed in an old Karoo-style house and features a variety of Khoisan implements and interesting exhibits which showcase the lifestyle and history of the early settlers in the district. Fine examples of San rock art can be viewed on the Keurfontein farm nearby.

### 3.2 Demographic Profile

The table below includes, *inter alia*, the population size and number of households in Kareeberg municipality for 2001, 2011, (2016) and 2017. The area experienced a negative population growth rate over the period 2001 to 2011 with a small influx of persons between 2011 and 2017. The change in the number of households over this period corresponds with this trend even though the average household size decreased from 3,9 in 2001 to 3,7 in 2017.

Indicator		2001	2011	2017
Population (total)		12 469	10 990	11 385
Population growth rate (average annual)		n/a	-1,2% (2001 to 2011)	0,6% (2011 to 2017)
Households (number)		3 210	2 924	3 088
Household size		3.9	3.8	3.7
Total deaths		132	134	148
Crude death rate		10.6	12.2	13.0
Child dependency ratio		65.5	51.4	51.2
Indicator		2001	2011	2016
Age breakdown	0 - 14	4 479	3 349	3 503
	15 - 64	7 093	6 700	6 803
	65+	898	941	1 041
Education	No schooling	2 348	1 803	1 858
	Less than matric/certificate/diploma	8 380	7 476	7 630
	Higher education	397	353	371

Indicator		2001	2011	2017
Household dynamics	Female headed households	-	33.6%	34.5%
	Formal dwellings	-	89.6%	94.2%
	Ownership - owned	-	51.7%	71.4%
Household services	Flush toilet connected to sewerage	-	55.6%	69%
	Weekly refuse removal	-	70.9%	84.3%
	Piped water inside dwelling	-	41.5%	47%
	Electricity for lighting	-	73.6%	83.4%
Source of demographic data: Quantec				

Table 3: Demographic Profile

### 3.3 Municipal Wards

The Kareeberg Municipality consists of 4 electoral wards. In the table below, the 4 wards are listed with the approximate number of persons in each ward, size of the ward and population density:

Ward No	Description	Population	Size	Population density
1	Carnarvon: Carnarvon town plus area around Carnarvon airstrip	2 750	56.3km <sup>2</sup>	48.8 persons per km <sup>2</sup>
2	Bonteheuwel	3 861	0.52km <sup>2</sup>	7 420 persons per km <sup>2</sup>
3	Vosburg: Area to the north-east of Carnarvon; includes Vosbrug	2 168	8 367km <sup>2</sup>	0.3 persons per km <sup>2</sup>
4	Vanwyksvlei: Area to the north-west of Carnarvon; includes Vanwyksvlei	2 892	9 277km <sup>2</sup>	0.3 persons per km <sup>2</sup>

Table 4: Municipal Wards

## 4 Economic Profile

The economy in the Kareeberg municipal area and district is characterised by the following:

- ◆ Moderate growth since 2010 but from a low base,
- ◆ High levels of poverty and low levels of education,
- ◆ It is a small-town sub-region with a low level of development (note the significant economic impact that the establishment of the Square Kilometre Array (SKA) project will have in the municipal area) ,
- ◆ Sparsely populated towns with Carnarvon serving as “agricultural service centre” (note that there would most probably be a decline in such service owing to the restrictions placed on farming in the area as a result of the SKA project),
- ◆ High rates of unemployment, poverty and social grant dependence,
- ◆ Prone to significant environmental changes owing to long-term structural changes (such as climate change, energy crises and other shifts),
- ◆ Geographic similarity in economic sectors, growth factors and settlement patterns,
- ◆ Economies of scale not easily achieved owing to the relatively small size of towns,
- ◆ A diverse road network with national, trunk, main and divisional roads of varying quality
- ◆ Potential in renewable energy resource generation, and
- ◆ A largely tertiary-sector based economy with agriculture (as subsector in the primary sector) the only other major contributor the ‘local’ GVA.

### 4.1 Employment Status

The employment status of the working age population in the Pixley ka Seme municipal area of 32,1% formally employed and 13,6% unemployed in 2016, is worse than the status in 2001 when 33,1% of the working age population was employed (formally) and 9,6% unemployed. In 2011, the number of unemployed persons in the district was almost 4 000 more than in 2001 with just more than 1 000 persons added to this figure in 2016. Any unemployment figure, irrespective of how large, has serious repercussions for the ability of the residents to pay for their daily needs and for municipal services. For the unemployed, pension/welfare payments are the only reliable source of income. In Kareeberg, about 33,4 % of the working age population was formally employed in 2016, a slightly better percentage than in 2001.

The employment status of the working age population in the Kareeberg and Pixley ka Seme municipal areas as in 2001, 2011 and 2016, is listed in the table below:

Description	2001	2011	2016
<b>Kareeberg</b>			
Working age	7 094	6 699	6 803
Employed (formal)	2 346	1 991	2 275
Unemployed	769	844	842
Not economically active	3 701	3 231	2 870
<b>Pixley ka Seme</b>			

Description	2001	2011	2016
Working age	117 579	115 270	117 878
Employed (formal)	38 956	33 481	37 890
Unemployed	11 369	15 001	16 052
Not economically active	61 825	55 983	49 527
Source of data: Quantec			

Table 5: *Employment Status*

#### 4.2 Economic Sector Contributor

The economic activities in the Kareeberg municipal area are dominated by agriculture and service-orientated activities in the tertiary sector, i.e. government services, community services (including social and personal services), and trade and financial services. The area is known as an agricultural area with the land extent dedicated almost entirely too extensive animal grazing. The table below includes some of the larger economic sectors (subsectors) in the municipality with associated performance targets and sectoral contributions.

Description	Targeted performance within Kareeberg municipality	Sector contribution in 2016: Nominal Gross value added at basic prices (R millions current prices)
Mining	Low priority	1
Agriculture	High priority	123
Community, social and personal services	High priority	36
Transportation and communication	Low priority	35
Finance, insurance, real estate and business services	-	33
Government services	-	123
Wholesale and retail trade, catering and accommodation	-	98
Source of data: Quantec		

Table 6: *Economic Growth Targets*

A Location Quotient<sup>1</sup> provides an indication of the comparative advantage of an economy in terms of its production and employment. An economy has a Location Quotient larger or smaller than one, or a comparative advantage or disadvantage in a particular sector when the share of that sector in the specific economy is greater or less than the share of the same sector in the aggregate economy. The Kareeberg municipality (in 2015) had a comparative advantage in the primary sector compared to the district (1.22) and South Africa (2.20), but a disadvantage compared to the Northern Cape Province (0.67). At the secondary level and also in 2015, Kareeberg had a comparative disadvantage compared to

<sup>1</sup> Source of data: Quantec.

the district (0.7), province (0.9) and South Africa (0.4). An assessment of the tertiary sector as in 2015, suggests a comparative advantage compared to the Northern Cape Province (1.24) but a comparative disadvantage compared to the district (0.99) and South Africa (0.99).

A Tress analysis<sup>2</sup> determines the level of diversification or concentration of the economy for a geographical area. A Tress Index of zero represents a totally diversified economy, while an Index of closer to 100 indicates a more concentrated or vulnerable economy to exogenous variables, such as adverse climatic conditions, commodity price fluctuations, etc.

The 10 industry Tress Index (in 2015) for the Kareeberg economy hovers around 50, which suggests an economy that is neither diversified or concentrated, but has diversification among certain economic sectors and concentration among others. The inclusion of additional subsectors to represent either 22 or 50 industries, results in a different outcome, whereby the local (Kareeberg) economy is more vulnerable and susceptible to exogenous factors.

A comparison of the Kareeberg economy to the district on a 10-industry level (54,5) indicates a level of vulnerability which is consistently higher than for the district (37,7).

#### 4.3 *Household Income*

A significant proportion of the population earn less than R76 400 per annum, i.e. less than R5 200 per month. In the context of housing delivery, these people will have to be beneficiaries of the 'give-away' housing programmes, i.e. the RDP and BNG programmes with ownership as the tenure type, and the CRU programme with rental as tenure type. In total, almost 67% of all households in the municipal area will qualify for these housing options owing to a monthly household income of less than R3500.

It is accepted that, on average, South African households have an annual income of R138 168, viz. a monthly income of R11 514. Hence, many households living in the Kareeberg municipal area have a monthly income below the average for a South African household.

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<sup>2</sup> Source of data: Quantec.



The monthly household income of all the households residing in the municipal area is listed in the table below:

Income category	Kareeberg rural	Carnarvon	Vanwyksvlei	Vosburg
R 1 - R 4 800	2%	4%	7%	3%
R 4 801 - R 9 600	5%	7%	8%	2%
R 9 601 - R 19 600	37%	21%	27%	12%
R 19 601 - R 38 200	26%	24%	26%	21%
R 38 201 - R 76 400	10%	14%	9%	26%
<b>Total</b>	<b>80%</b>	<b>70%</b>	<b>77%</b>	<b>64%</b>

**Table 7: Household Income (Census 2011)**

#### 4.4 Investment Typology

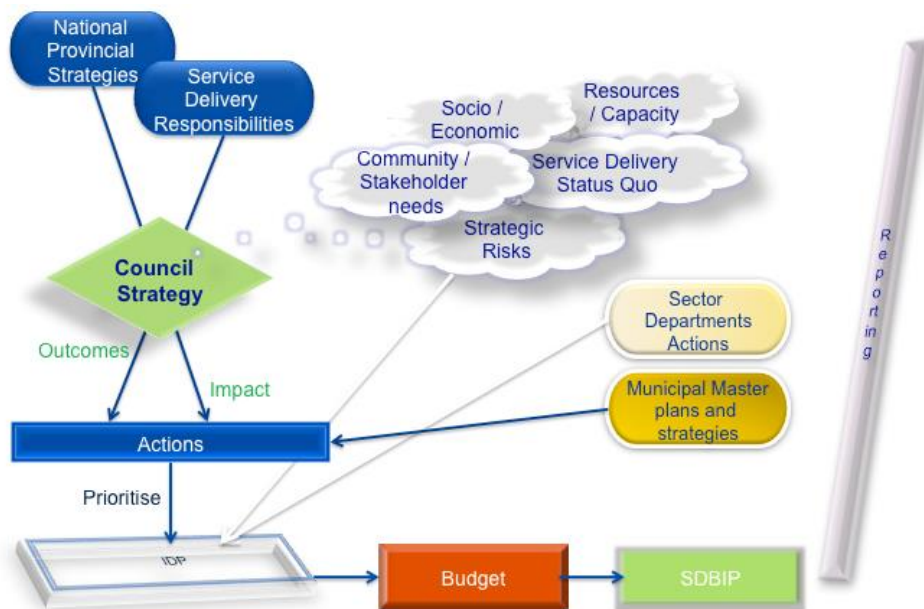
In a 2011 research study called “Development Potential of Urban Settlements in the Northern Cape” by Van der Merwe, I.J., and Zietsman, H.L. regarding the (public) investment potential of municipalities and settlements in the Northern Cape, a set of indicators was developed and used to determine the development/growth potential and human needs at two functional levels, i.e. municipal and town/settlement.

By combining the findings on the development/growth potential and human needs, the preferred type of (public) investment was identified to stimulate economic growth and social advancement. In this regard, a low development potential and a high human need was identified as the appropriate investment category for the Kareeberg municipality. This implies an investment strategy to stimulate infrastructure (roads, communications, waste disposal, water systems, etc) and social (investments by institutions that help us maintain and develop human capital e.g. families, communities, municipalities, trade unions, hospitals and schools) and human (people’s health, education, training, knowledge, skills, spirituality and motivation) capital as best return on investment in these three forms of ‘development capital’.

The preferred locations for these investments are in the three towns. However, although Carnarvon is also classified with Vanwyksvlei and Vosburg as ‘transitional’, the town has a much higher development potential than the other two towns.

## 5. IDP Development and Review Strategy

The IDP is the overarching strategic tool that guides and informs the planning and development, and decisions taken regarding planning, management and development within the municipality. It is the primary strategic plan that documents the critical development needs of the municipal area (external) and organisation (internal). The following table summarises the IDP process, as well as the annual review process:



### 5.1 The IDP/Budget Process Plan

Section 28 of the Municipal Systems Act (MSA), 2000 (Act 32 of 2000), requires that each Municipal Council adopts a process plan that would guide the planning, drafting, adoption and review of the IDP. The process plan should have clear and established mechanisms, procedures and process to ensure proper consultation with the communities. It should indicate clearly how the IDP process will work, who will be responsible for what, time frames and milestones will be set and a budget will be aligned to the programme.

The 2018/19 IDP Review Process Plan was adopted by Council in **September 2017**. This process plan include the following:

- ◆ Programme specifying the timeframes for the different planning steps;
- ◆ Structures that will manage the process; and
- ◆ Mechanisms, processes and procedures for consultation and participation of local communities, organs of state and other role players in the IDP review and budget formulation processes.

## 5.2 Public Participation

In order to achieve effective inclusion within the process of developing the IDP and budget, the Municipality utilises the following mechanisms as required in terms of Chapter 4 of the MSA:

- ◆ Roadshows
- ◆ Advertisements
- ◆ Newsletters

Roadshows were held in each ward during February 2018. The Municipality could therefore capture the progress made and the challenges faced by each ward to have a better understanding of the realities associated with each area (socio-economically and geographically). The table below indicates the detail of the sessions that were held:

Ward	Date	Attendees	Number of people attending
Ward 1:	20 February 2018	Community members, Councillors and officials	49
Ward 2:	19 February 2018	Community members, Councillors and officials	71
Ward 3:	20 February 2018	Community members, Councillors and officials	85
Ward 4:	22 February 2018	Community members, Councillors and officials	103

**Table 8: Details of Roadshows Held**

## 5.3 Intergovernmental Alignment

The IDP review was developed as part of the continuous cycle of planning, implementation and monitoring.

In essence, the process consists out of a situational analysis whereby existing data and annual reports were used as a base to understand the current status of both the Municipality and the environment in which it functions. Based on the analysis of the current situation, the Vision was translated into appropriate Strategic Objectives and Key Performance Indicators within the ambit of the available funding to achieve the objectives.

The Strategic Objectives identified have also been aligned with the framework of national and provincial plans, with particular consideration being given as detailed in Chapter 1 (paragraph 1.6).

## 6. Municipal Strengths, Weaknesses, Opportunities and Threats (SWOT)

Council and the senior managers held a strategic workshop on 1 and 2 February 2018. The table below provides detail on the broad SWOT identified:

Strengths	Weaknesses
Good people (Council, Administration and the Community)	Old infrastructure
Current infrastructure	Growing outstanding debtors
Most legislatively required policies and by-laws in place	Old fleet
Unqualified Audit	Communication
Political stability	Capacity and skill levels of current staff
Effective management of financial obligations	Filling of vacant posts with skilled people
Most systems are in place	Lack of office space
Committed staff	Budget constraints
Stable workforce	Management of non-core assets
Sustainable service delivery	Disciplinary processes
Opportunities	Threats
SKA/MEERKAT project	Poor payment culture
Tourism	Unemployment, high level of poverty, HIV/Aids
Agriculture	Alcohol and drug abuse
Renewable energy generation	Unfunded mandates
Connection routes	Inadequate public transport
Low crime rate	Availability of land for farming
Development of available land	Development of available land
Availability of labour	Climate change
Technical school/college	Unrealistic expectations of community with regards to services
Development of available land	Lack of investors to develop available land

Table 9: SWOT Analysis

**7. Municipal Comparative Synopsis**

The table below provides a comparison on the status of the Municipality in 2015/16 and 2016/17:

Function	Issue	Status - 2015/16	Status - 2016/17
Executive and council	Council composition	7 elected councillors	7 elected councillors
	Attendance at council meetings	100%	100%
	MM appointed	Yes	Yes
	CFO	No	Yes
Finance and administration - Human Resources	Staff establishment	82	72
	Vacancies / temporary staff	11	3
	Critical vacancy on senior management level	1 (CFO)	0
	Filled positions	60	69
	Salary % of operating budget	31.76%	35.1%
	Skills Development Plan	Updated 30 April 2017	Updated 30 April 2018
	Employment Equity Plan	Yes	Yes
	Occupational Health and Safety Plan	Yes	Yes
	Approved organogram	Yes	Yes
Finance and administration - Finance	Audit opinion	Unqualified audit opinion	Unqualified audit opinion
	Source of finance% -own	55%	56%
	Source of finance% -grants	45%	42%
	Source of finance% -other	0%	2%
	Annual financial statements	Yes - 2015/16	Yes - 2016/17
	GRAP compliant statements	Yes	Yes
	Long Term Financial Plan/Strategy	No	No
	Delegations	Yes	Yes
	Communication Strategy	Yes	Yes
	Annual report tabled and adopted (2015/2016)	Yes - 31 January 2017	Yes – 18 January 2018
Internal Audit	Status	Shared Service by Pixley ka Seme district municipality	Shared Service by Pixley ka Seme district municipality
	Audit committee	Yes	Yes

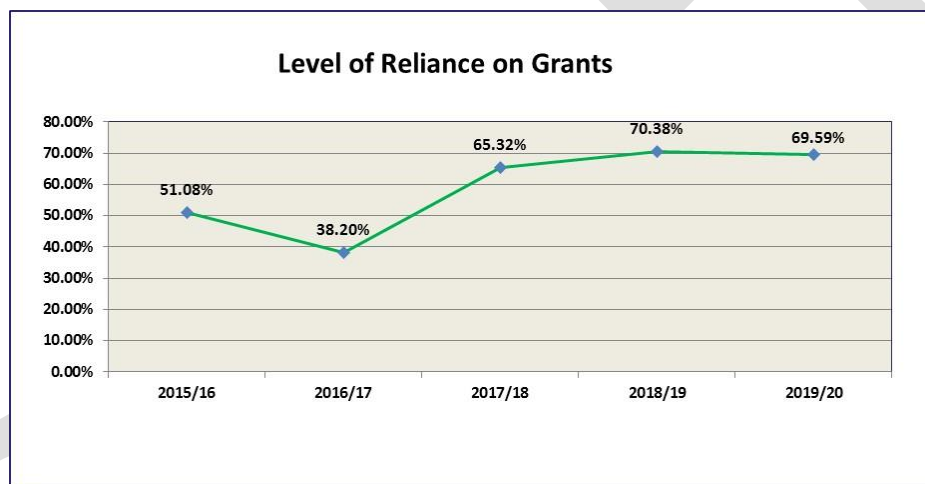
Table 10: *Municipal Comparative Synopsis*

**8. Financial Summary (Will be completed/amended with final submission at the end of May)****8.1 Level of Reliance on Grants**

The table below indicates that the Municipality is reliant to a huge extend on external grants on average 60% per annum. Capital projects are financed 100% by external grants:

Details	Actual 2015/16 R'000	Actual 2016/17 R'000	Budget 2017/18 R'000	Budget 2018/19 R'000	Budget 2019/20 R'000	Budget 2020/21 R'000
Government grants and subsidies recognised	29 784					
Total revenue	58 300					
Ratio	51.08%					

Table 11: Level of Reliance on Grants



Graph 1.: Reliance on Grants

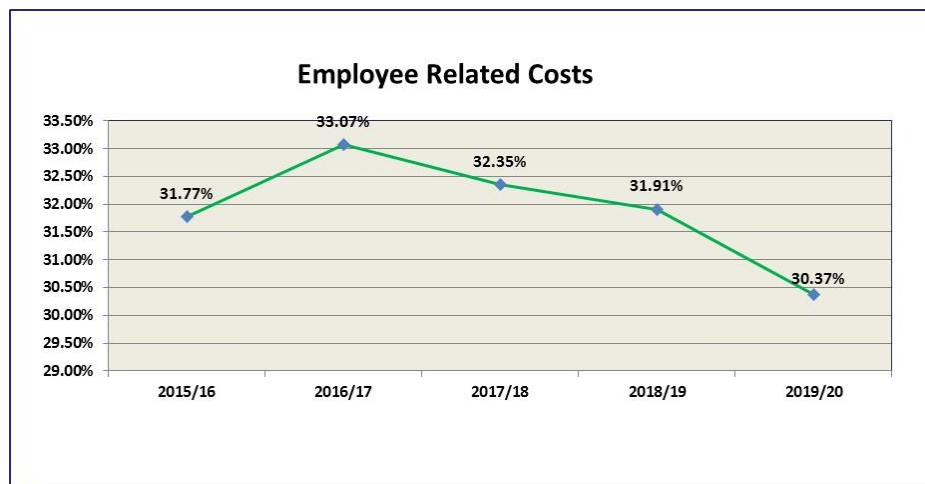
**8.2 Employee Related Costs**

The percentage personnel expenditure is essential in the budgeting process as it reflects on current and future efficiency. The table below indicates the total expenditure attributable to personnel costs and that the Municipality is currently within the national norm of between 35 to 40%:

Details	Actual 2015/16 R'000	Actual 2016/17 R'000	Budget 2017/18 R'000	Budget 2018/19 R'000	Budget 2019/20 R'000	Budget 2020/21 R'000
Employee related cost	17 101	19 563	21 002	22 482	22 893	
Total expenditure	53 830	59 156	64 921	70 453	75 386	
Ratio	31.77%	33.07%	32.35%	31.91%	30.37%	
Norm	35% to 40%					

Table 12: Employee Related Costs





Graph 2.: Employee Related Costs

### 8.3 Finance Charges to Total Operating Expenditure

Finance charges is any fee representing the cost of credit or the cost of borrowing. The table below indicates that the Municipality do not currently have any finance charges:

Details	Actual 2015/16 R'000	Actual 2016/17 R'000	Budget 2017/18 R'000	Budget 2018/19 R'000	Budget 2019/20 R'000	Budget 2020/21 R'000
Capital charges	0	0	0	0	0	
Total expenditure	53 830	59 156	64 921	70 453	75 386	
Ratio	0%	0%	0%	0%	0%	
Norm	5%					

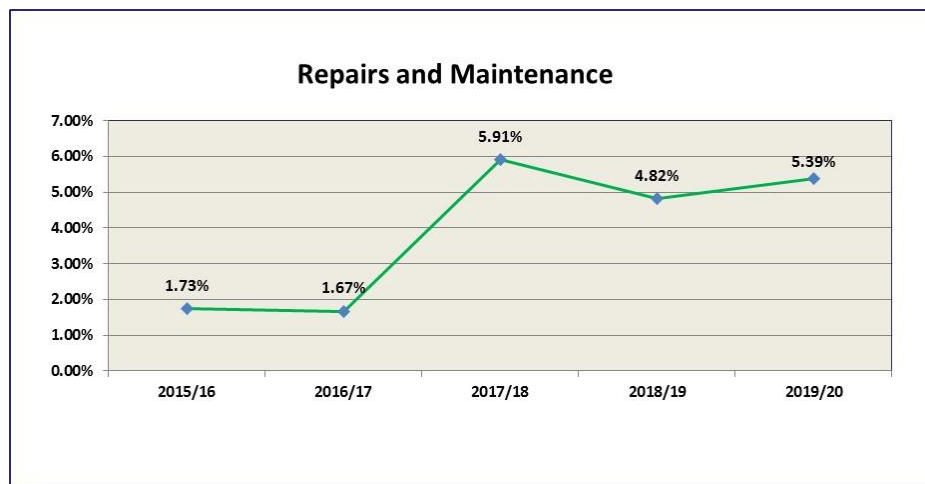
Table 13: Finance Charges to Total Operating Expenditure

### 8.4 Repairs and Maintenance

The table below indicates that the total expenditure that is attributable to repairs and maintenance is way under the national norm of 10%:

Details	Actual 2015/16 R'000	Actual 2016/17 R'000	Budget 2017/18 R'000	Budget 2018/19 R'000	Budget 2019/20 R'000	Budget 2020/21 R'000
Repairs and maintenance	930	985	3 840	3 398	4 065	
Total expenditure	53 830	59 156	64 921	70 453	75 386	
Ratio	1.73%	1.67%	5.91%	4.82%	5.39%	
Norm	10%					

Table 14: Repairs and Maintenance



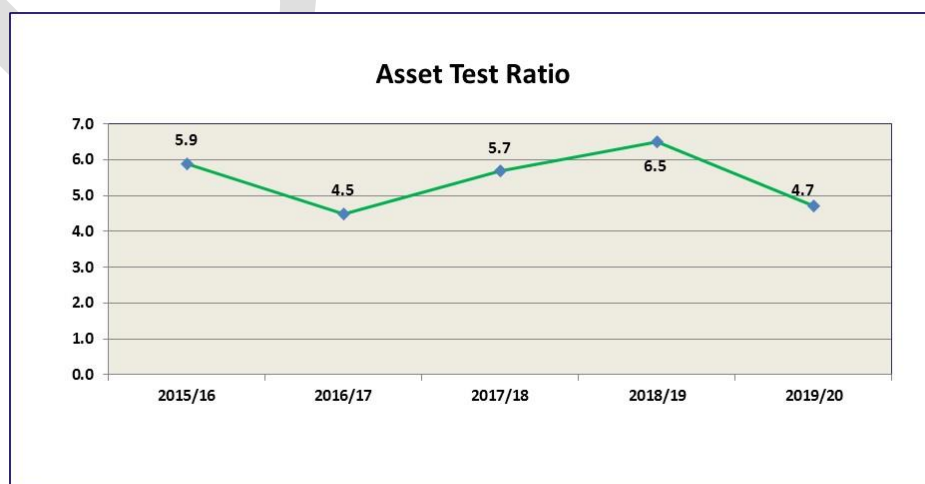
Graph 3.: Repairs and Maintenance

### 8.5 Acid Test Ratio

A measure of the Municipality's ability to meet its short-term obligations using its most liquid assets. A higher ratio indicates greater financial health. Although the table below indicates that the Municipality ratio is higher than the norm, outstanding debtors are included in the current assets and the **current debt recovery rate is only about 55%**. This means that a very large % of the current assets will not realize in cash and that the municipality are and will for certain experience cash-flow difficulties in the years to come unless the Credit Control Policy is strictly implemented:

Details	Actual 2015/16 R'000	Actual 2016/17 R'000	Budget 2017/18 R'000	Budget 2018/19 R'000	Budget 2019/20 R'000	Budget 2020/21 R'000
Current assets less inventory	26 537	31 320	53 199	78 471	80 131	
Current liabilities	4 472	6 885	9 261	12 083	16 954	
Ratio	5.9	4.5	5.7	6.5	4.7	
Norm	1.5 : 1					

Table 15: Acid Test Ratio



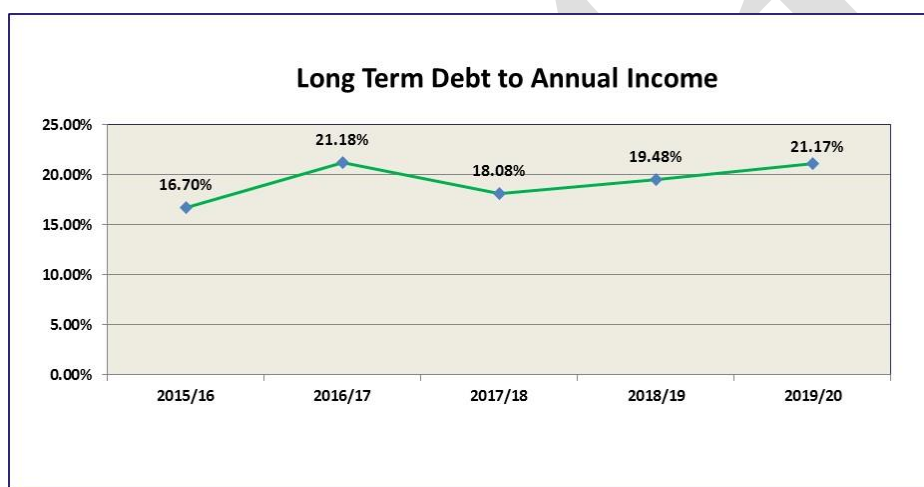
Graph 4.: Asset Test Ratio

## 8.6 Long-Term Debt to Annual Income

The table below indicates the Municipality's long term debt as a % of annual income and that it is under the national norm of 30%, which is a positive:

Detail	Actual 2015/16 R'000	Actual 2016/17 R'000	Budget 2017/18 R'000	Budget 2018/19 R'000	Budget 2019/20 R'000	Budget 2020/21 R'000
Long-term liabilities	8 999	12 530	11 738	13 726	15 957	
Revenue	53 830	59 156	64 921	70 453	75 386	
Ratio	16.7%	21.18%	18.08%	19.48%	21.17%	
Norm	30%					

Table 16: Long-Term Debt to Annual Income



Graph 5.: Long-Term Debt to Annual Income

The Municipality is currently experiencing serious financial difficulties to sufficiently fund all their activities. To remain financially sustainable, the Municipality will focus in the next 5 year mainly on revenue generation and will only be able to execute infrastructure capital projects if an external grant was allocated to the Municipality by other spheres of Government.

## CHAPTER 1: IDP PROCESS

## 1.1 IDP Review Process

The table below indicates the various phases in the development of an IDP review:

<i>Planning Process</i>	<i>Jul</i>	<i>Aug</i>	<i>Sep</i>	<i>Oct</i>	<i>Nov</i>	<i>Dec</i>	<i>Jan</i>	<i>Feb</i>	<i>Mar</i>	<i>Apr</i>	<i>May</i>	<i>Jun</i>
<b>Preparation Phase (Analysis)</b>												
Assessment of the implementation of projects												
Identify the limitation and shortcomings												
Assessment of the implementation of plans and programs												
Submit the IDP review process plan to Council for adoption												
Identify all updated and available information from statistics SA and other stakeholders												
Identify and discuss all analysis completed (Engagement Sessions)												
<b>Consultation Phase (Strategy)</b>												
Identify all sector plans and integrated programmes to be reviewed												
Undertake strategic planning workshop for the Municipality												
<b>Consultation Process (Projects)</b>												
Undertake consultation with Sector Departments												
Determine the IDP review projects/actions for the 2018/19 – 2021/22 financial years												
<b>Integration Phase</b>												
Prepare and finalise draft IDP review												
<b>Approval Phase</b>												
Present draft IDP review to Council												
Submit the draft IDP review to the MEC for CoGTA for assessment												
Incorporate all the comments received												
Present the final IDP review to Council for approval												
Submit the final IDP review to the MEC for CoGTA												
Submit copies of approved IDP review to Provincial Sector Departments, CoGTA and other stakeholders												

Planning Process	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Publish the approved IDP review on the website of the Municipality												

Table 17: IDP process

## 1.2 Roles and Responsibilities

### 1.2.1 Roles and Responsibilities – Internal

The roles and responsibilities of internal role-players in the compilation of the IDP review are indicated in the table below:

Role player	Roles and responsibilities
Mayor/Committee of appointed councillors	<ul style="list-style-type: none"> <li>Manage the drafting of the IDP review</li> <li>Assign responsibilities in this regard to the Municipal Manager</li> <li>Submit the draft to the municipal council for adoption</li> </ul>
Municipality	<ul style="list-style-type: none"> <li>Prepare, decide and adopt a Process Plan</li> <li>Undertake the overall management and co-ordination of the planning process, which includes ensuring that: <ul style="list-style-type: none"> <li>All relevant stakeholders are appropriately involved;</li> <li>Appropriate mechanisms and procedures for public consultation and participation are applied;</li> <li>The planning events are undertaken in accordance with the set timeframe;</li> <li>The planning process is related to the Key Development Priorities in the Municipality; and</li> <li>National and Provincial sector planning requirements are satisfied</li> </ul> </li> <li>Adopt and approve the IDP review</li> <li>Amend the IDP review in accordance with the requirements of the MEC for Local Government</li> <li>Ensure that the annual operational business plans and budget are linked to and based on the IDP review</li> </ul>
IDP Manager	<ul style="list-style-type: none"> <li>Responsible for the preparation of the Process Plan</li> <li>Responsible for the day-to-day management of the planning process in terms of time resources and people, and ensuring: <ul style="list-style-type: none"> <li>The involvement of all relevant role players, especially officials;</li> <li>That the timeframes are being adhered to;</li> <li>That the planning process is horizontally and vertically aligned and complies with national and provincial requirements;</li> <li>That conditions for participation are provided; and</li> <li>That outcomes are being documented.</li> </ul> </li> <li>Chairing the Steering Committee</li> </ul>
IDP Steering Committee	<ul style="list-style-type: none"> <li>Provide terms of reference for subcommittees (if and where applicable) and the various planning activities</li> <li>Commission research studies (if and where needed)</li> <li>Consider and comment on: <ul style="list-style-type: none"> <li>Inputs from subcommittee(s), study teams and consultants, and</li> <li>Inputs from provincial sector departments and support providers</li> </ul> </li> <li>Process, summarise and draft outputs</li> <li>Make recommendations</li> <li>Prepare, facilitate and minute meetings</li> </ul>

Table 18: Roles and Responsibilities – Internal

## 1.2.2 Roles and Responsibilities – External

The roles and responsibilities of external role-players in the compilation of the IDP review are indicated in the table below:

Role player	Roles and responsibilities
IDP Representative Forum	<ul style="list-style-type: none"> <li>◆ Represent the interests of their constituents in the IDP review process</li> <li>◆ Provide an organizational mechanism for discussion, negotiation and decision-making between the stakeholders and the Municipality</li> <li>◆ Ensure communication between all the stakeholder representatives</li> <li>◆ Monitor the performance of the planning and implementation process</li> </ul>
Stakeholder and Community Representatives	<ul style="list-style-type: none"> <li>◆ Participating in the IDP Representative Forum to: <ul style="list-style-type: none"> <li>• Inform interest groups, communities and organizations on relevant planning activities and their outcomes;</li> <li>• Analyse issues, determine priorities, negotiate and reach consensus;</li> <li>• Participate in the designing of project proposals and/or the evaluation thereof;</li> <li>• Discuss and comment on the draft IDP review;</li> <li>• Ensure that annual business plans and budgets are based on and linked to the IDP review; and</li> <li>• Monitor implementation performance of the IDP review.</li> </ul> </li> <li>◆ Conducting meetings or workshops with groups, communities or organisations to prepare and follow-up on relevant planning activities</li> </ul>
Provincial Government	<ul style="list-style-type: none"> <li>◆ Ensuring horizontal alignment of the Metropolitan and District Municipalities within the province</li> <li>◆ Ensuring vertical/sector alignment between provincial sector departments/provincial strategic plans and the IDP review process at Metropolitan/District/Local level</li> <li>◆ Efficient financial management of provincial IDP grants</li> <li>◆ Monitoring the progress of the IDP review processes</li> <li>◆ Facilitation of resolution of disputes related to IDP reviews</li> <li>◆ Assist municipalities in the IDP review drafting process when required</li> <li>◆ Facilitation of IDP – related training where required</li> <li>◆ Co-ordinate and manage the MEC's assessment of IDP reviews</li> <li>◆ Provide relevant information on the provincial sector departments' plans, programmes, budgets, objectives, strategies and projects in a concise and accessible manner</li> <li>◆ Provide sector expertise and technical knowledge to the formulation of municipal strategies and projects</li> <li>◆ Engage in a process of alignment with Metropolitan and District Municipalities</li> </ul>
Support providers and planning professionals	<ul style="list-style-type: none"> <li>◆ Providing methodological/technical guidance to the IDP review process</li> <li>◆ Facilitation of planning workshops</li> <li>◆ Documentation of outcomes of planning activities</li> <li>◆ Special studies or other product related contributions</li> <li>◆ Support to organised and unorganised groups and communities to more effectively engage in and contribute to the planning process</li> <li>◆ Ensure the IDP review is aligned with the budget and planning requirements of provincial and national departments</li> </ul>
District Municipality	<ul style="list-style-type: none"> <li>◆ District Municipality has the same roles and responsibilities as municipalities related to the preparation of a District IDP review</li> <li>◆ Co-ordination roles regarding Local Municipalities: <ul style="list-style-type: none"> <li>• Ensuring horizontal alignment of the IDP reviews of the local municipalities in the District Council area;</li> <li>• Ensuring vertical alignment between district and local planning;</li> <li>• Facilitation of vertical alignment of IDP reviews with other spheres of government; and</li> <li>• Preparation of joint strategy workshops with local municipalities, provincial and national role players.</li> </ul> </li> </ul>

Table 19: Roles and Responsibilities – External



### 1.3 Public participation

#### 1.3.1 Legislative requirements

In giving effect to Section 16 of the MSA, the municipal manager must ensure that for this purpose –

The Municipality encourages and creates conditions for the local community to participate in the affairs of the Municipality, including in –

- ◆ The preparation, implementation and review of its integrated development plan;
- ◆ The establishment, implementation and review of its performance management plan;
- ◆ Consideration of draft by-laws;
- ◆ The monitoring and review of its performance, including the outcome and impact of such performance;
- ◆ The preparation of its budget; and
- ◆ Strategic decisions relating to the provisioning of municipal services.

#### 1.3.2 Public participation process

Sessions were held in all the wards during February 2018 to determine the needs of the community.

### 1.4 Five year cycle of the IDP

The first generation IDP's dealt with the period 2002-2007, the second generation IDP's with the period 2007-2012, the third generation IDP's with the period 2012-2017 and municipalities entered the fourth five year IDP cycle with the municipal elections in August 2016. The new council that was constituted after the elections immediately started preparing a new five year IDP. The fourth generation IDP will be effective from **1 July 2017 up to 30 June 2022**. This document is the first review of the fourth generation IDP.

Municipalities are encouraged and supported by both national and provincial government to develop realistic and credible IDP's and reviews that not only comply with relevant legislation but also -

- ◆ are owned by local leadership, municipal management and community as the single strategic plan to direct resources within the Municipality;
- ◆ are driven by the management team and systems within the Municipality with implementation regularly monitored during the year through the performance management system;
- ◆ contain a long term development strategy that can guide investment across the municipal area;
- ◆ provide an investment plan for national, provincial and local government and non-governmental stakeholders to enhance and enable joint planning and resource alignment to improve service delivery to all stakeholders; and
- ◆ include local area plans to localise the strategy and implementation of the IDP.

### 1.5 Annual review of the IDP

In terms of the MSA, Section 34, a Municipality is required to review its IDP annually. Annual reviews allow the Municipality to expand upon or refine plans and strategies, to include additional issues and to ensure that these plans and strategies inform institutional and financial planning.

The IDP has to be reviewed annually. The review process serves as an institutional learning process where stakeholders can meet to discuss the successes and frustrations of the past year. It is not designed to interfere with the long-term strategic orientation of the Municipality to accommodate new whims and additional demands. It remains a strategic process of ensuring the institution remains in touch with their intentions and the environment within which it functions.

Although the implementation of the IDP is monitored through the performance management system, an annual process is required to check the relevance of the strategic plan within a dynamic environment.

The IDP has to be reviewed annually in order to -

- ◆ ensure its relevance as the Municipality's strategic plan;
- ◆ inform other components of the Municipal business process including institutional and financial planning and budgeting; and
- ◆ inform the inter-governmental planning and budget cycle.

The purpose of a review is to -

- ◆ reflect and report on progress made with respect to the five year strategy (and key outcomes) in the IDP;
- ◆ make adjustments to the strategy in the 5 year IDP because of changing internal and external circumstances that impact on the appropriateness of the IDP;
- ◆ determine annual targets and activities for the next financial year in line with the five year strategy; and
- ◆ inform the Municipality's financial and institutional planning and most importantly, the drafting of the annual budget.

## 1.6 Mechanisms for alignment

### 1.6.1 National linkages

#### National Key Performance Areas

The table below indicates the National Key Performance Areas:

KPA	Description
Basic Service Delivery (BSD)	Water, sanitation, refuse removal, roads, storm water, public transport, electricity, land and housing
Municipal Transformation and Institutional Development (MTID)	Organisational transformation to match IDP requirements, internal policies dealing with national priorities, general management practices and training
Municipal Financial Viability and Management (MFVM)	Financial policies, budget management, assets and liability control, and supporting strategies to fund priorities
Local Economic Development (LED)	LED, food security, social infrastructure, health, environment, education and skills development
Good Governance and Public Participation (GGPP)	Public relations, marketing and communication, empowering wards, public participation structures and mechanisms, and service ethics (Batho Pele)

Table 20: National Key Performance Areas

#### National Development Plan (NDP)

The President of SA appointed a National Planning Commission in May 2010 to draft a vision and plan for the country. On 9 June 2011 the Commission released a diagnostic document and elements of a vision statement. On 11 November 2011 the vision statement and the plan was released for consideration. The Commission consulted widely on the draft plan. The National Development Plan was handed to President Zuma in August 2012 and was adopted by Cabinet in September 2012.

The plan focuses on the critical capabilities needed to transform the economy and society. In particular, South Africa must find ways to urgently reduce alarming levels of youth unemployment and to provide young people with broader opportunities.

Given the complexity of national development, the plan sets out six interlinked priorities:

- ◆ Uniting all South Africans around a common programme to achieve prosperity and equity.
- ◆ Promoting active citizenry to strengthen development, democracy and accountability.
- ◆ Bringing about faster economic growth, higher investment and greater labour absorption.
- ◆ Focusing on key capabilities of people and the state.
- ◆ Building a capable and developmental state.
- ◆ Encouraging strong leadership throughout society to work together to solve problems.

### *The plan in brief*

By 2030:

- ◆ Eliminate income poverty – Reduce the proportion of households with a monthly income below R419 per person (in 2009 prices) from 39% to zero.
- ◆ Reduce inequality – The Gini coefficient should fall from 0.69 to 0.6.

### *Enabling milestones*

- ◆ Increase employment from 13 million in 2010 to 24 million in 2030.
- ◆ Raise per capita income from R50 000 in 2010 to R120 000 by 2030. ■ Increase the share of national income of the bottom 40% from 6% to 10%.
- ◆ Establish a competitive base of infrastructure, human resources and regulatory frameworks.
- ◆ Ensure that skilled, technical, professional and managerial posts better reflect the country's racial, gender and disability makeup.
- ◆ Broaden ownership of assets to historically disadvantaged groups.
- ◆ Increase the quality of education so that all children have at least two years of preschool education and all children in grade 3 can read and write.
- ◆ Provide affordable access to quality health care while promoting health and wellbeing.
- ◆ Establish effective, safe and affordable public transport.
- ◆ Produce sufficient energy to support industry at competitive prices, ensuring access for poor households, while reducing carbon emissions per unit of power by about one-third.
- ◆ Ensure that all South Africans have access to clean running water in their homes.
- ◆ Make high-speed broadband internet universally available at competitive prices.
- ◆ Realise a food trade surplus, with one-third produced by small-scale farmers or households.
- ◆ Ensure household food and nutrition security.
- ◆ Entrench a social security system covering all working people, with social protection for the poor and other groups in need, such as children and people with disabilities.
- ◆ Realise a developmental, capable and ethical state that treats citizens with dignity.
- ◆ Ensure that all people live safely, with an independent and fair criminal justice system.
- ◆ Broaden social cohesion and unity while redressing the inequities of the past.
- ◆ Play a leading role in continental development, economic integration and human rights.

### *Critical actions*

- ◆ A social compact to reduce poverty and inequality, and raise employment and investment.
- ◆ A strategy to address poverty and its impacts by broadening access to employment, strengthening the social wage, improving public transport and raising rural incomes.
- ◆ Steps by the state to professionalise the public service, strengthen accountability, improve coordination and prosecute corruption.

- ◆ Boost private investment in labour-intensive areas, competitiveness and exports, with adjustments to lower the risk of hiring younger workers.
- ◆ An education accountability chain, with lines of responsibility from state to classroom.
- ◆ Phase in national health insurance, with a focus on upgrading public health facilities, producing more health professionals and reducing the relative cost of private health care.
- ◆ Public infrastructure investment at 10% of gross domestic product (GDP), financed through tariffs, public-private partnerships, taxes and loans and focused on transport, energy and water.
- ◆ Interventions to ensure environmental sustainability and resilience to future shocks.
- ◆ New spatial norms and standards – densifying cities, improving transport, locating jobs where people live, upgrading informal settlements and fixing housing market gaps.
- ◆ Reduce crime by strengthening criminal justice and improving community environments.

### Summary of objectives

The table below indicates the objectives and actions under each chapter that impact on local government and to which the Municipality can contribute where possible:

Chapter	Outcome	Objectives impacting on local government and to which can be contributed
3	Economy and employment	Public employment programmes should reach 1 million by 2015 and 2 million people by 2030
4	Economic infrastructure	The proportion of people with access to the electricity grid should rise to at least 90% by 2030, with non-grid options available for the rest
		Ensure that all people have access to clean, potable water and that there is enough water for agriculture and industry, recognising the trade-offs in the use of water
		Reduce water demand in urban areas to 15% below the business-as-usual scenario by 2030
		Competitively priced and widely available broadband
5	Environmental sustainability and resilience	Absolute reductions in the total volume of waste disposed to landfill each year
		At least 20 000MW of renewable energy should be contracted by 2030
6	Inclusive rural economy	No direct impact
7	South Africa in the region and the world	No direct impact
8	Transforming human settlements	Strong and efficient spatial planning system, well integrated across the spheres of government
		Upgrade all informal settlements on suitable, well located land by 2030
		More people living closer to their places of work
		More jobs in or close to dense, urban townships
9	Improving education, training and innovation	Make early childhood development a top priority among the measures to improve the quality of education and long-term prospects of future generations
10	Health care for all	No direct impact

Chapter	Outcome	Objectives impacting on local government and to which can be contributed
11	Social protection	Ensure progressively and through multiple avenues that no one lives below a defined minimum social floor
		All children should enjoy services and benefits aimed at facilitating access to nutrition, health care, education, social care and safety
12	Building safer communities	No specific objective
13	Building a capable and developmental state	Staff at all levels has the authority, experience, competence and support they need to do their jobs
		Relations between national, provincial and local government are improved through a more proactive approach to managing the intergovernmental system
14	Fighting corruption	A corruption-free society, a high adherence to ethics throughout society and a government that is accountable to its people
15	Nation building and social cohesion	Vision is a society where opportunity is not determined by race or birthright; where citizens accept that they have both rights and responsibilities. Most critically, we seek a united, prosperous, non-racial, non-sexist and democratic South Africa

Table 21: Summary of the Objectives of the NDP

### Back-to-Basics

The Minister of Cooperative Governance and Traditional Affairs (COGTA) introduced the Back to Basics approach at the Presidential Local Government Summit on 18 September 2014. In presenting the approach the Minister also pronounced the national plan of action to roll-out the programme with the aim of addressing challenges facing municipalities in a sustainable manner. This approach was adopted at the summit as the framework for the implementation of targeted measures towards improving the functioning of municipalities and sustainable provision of services to the citizens.

After the summit the National COGTA stated with the task of preparing for the implementation of the approach in each of the nine provinces. These preparations have culminated in the development of the back to basics conceptual framework and the operationalization plan that provides the foundation for the onward implementation of the approach.

At the most basic level National Government will expect municipalities to:

- ♦ Put people and their concerns first and ensure constant contact with communities through **effective public participation** platforms. The basic measures to be monitored include:
  - Regular ward report backs by councillors
  - Clear engagement platforms with civil society
  - Transparent, responsive and accountable
  - Regular feedback on petitions and complaints
  - The regularity of community satisfaction surveys carried out.



- ◆ Create conditions for decent living by consistently delivering **municipal services to the right quality and standard**. This includes planning for and delivery of infrastructure and amenities, maintenance and upkeep, including the budgeting to do this. Ensure no failures in services and where there are, restore with urgency. Municipalities are expected to perform the following basic activities, and the performance indicators will measure the ability of our municipalities to do so:
  - Develop fundable consolidated infrastructure plans.
  - Ensure Infrastructure development maintenance (7% OPEX) and reduce losses.
  - Ensure the provision of free basic services and the maintenance of indigent register
  - National and Provincial Rapid Response and technical teams will be established and strengthened and service delivery interruptions will be monitored at a national level.
- ◆ Be well governed and demonstrating **good governance** and administration - cutting wastage, spending public funds prudently, hiring competent staff, ensuring transparency and accountability. Municipalities will be constantly monitored and evaluated on the following basics:
  - Clear delineation of roles and responsibilities
  - Functional structures.
  - Transparency, accountability and community engagement
  - Proper system of delegation to ensure functional administration
  - The existence and efficiency of anti-corruption measures.
  - The extent to which there is compliance with legislation and the enforcement of by laws.
  - The rate of service delivery protests and approaches to address them.
- ◆ Ensure **sound financial management** and accounting, and prudently manage resources so as to sustainably deliver services and bring development to communities. Performance against the following basic indicators will be constantly assessed:
  - Proper record keeping and production of annual financial statements.
  - Credit control, internal controls and increased revenue base
  - Wasteful expenditure including monitoring overtime kept to a minimum.
  - Functional Supply Chain Management structures with appropriate oversight
  - The number disclaimers in the last three – five years.
  - Whether the budgets are cash backed.
- ◆ Build and maintain **sound institutional and administrative capabilities**, administered and managed by dedicated and skilled personnel at all levels. The basic requirements to be monitored include:
  - Competent and capable people and performance management.
  - Functional delegations.
  - Regular interactions between management and organised labour.
  - Shared scarce skills services at district level.
  - Realistic organograms aligned to municipal development strategy.
  - Implementable human resources development and management programmes.

### 1.6.2 *District linkages*

The strategic objectives of the Pixley ka Seme District Municipality are as follow:

- ◆ Compliance with the tenets of good governance as prescribed by legislation and best practice.
- ◆ To provide an independent and objective internal audit assurance and consulting service to add value and to improve the administrative operations of all the municipalities in the district through an approach that is systematic and disciplined.
- ◆ Promote economic growth in the district.
- ◆ To provide a professional, people centered human resources and administrative service to citizens, staff and Council.
- ◆ Administer finances in a sustainable manner and strive to comply with legislative requirements to achieve a favourable audit outcome.
- ◆ To provide disaster management services to the citizens.
- ◆ To provide municipal health services to improve the quality of life of the citizens.
- ◆ Guide local municipalities in the development of their IDP's and in spatial development.
- ◆ Monitor and support local municipalities to enhance service delivery.

### 1.6.3 *Provincial linkages*

A limited number of provincial policy documents are available to set the planning and development context for local government in the Northern Cape going forward. The only documents available are the spatial development framework and the Growth and Development Strategy.

## CHAPTER 2: LEGAL REQUIREMENTS

Municipalities function within an extensive legislative and policy framework that provides prescripts and guidelines for municipal actions according to constitutional obligations. In this regard, all municipalities must align their budget and programmes with national developmental and institutional policy directives that are mainly being guided by the constitution.

The **Constitution of the Republic of South Africa** outlines the type of local government needed. Sections 152 and 153 of the Constitution describe the following objectives of local government:

- ◆ To ensure the sustainable provision of services;
- ◆ To provide democratic and accountable government for all communities;
- ◆ To promote social and economic development;
- ◆ To promote a safe and healthy environment;
- ◆ To give priority to the basic needs of communities, and
- ◆ To encourage involvement of communities and community organisations in matters of local government.

The Constitution supersedes all legislative frameworks and the following legislation has been developed to guide municipalities as to its mandate, function and mechanisms to implement its constitutional mandate:

- a) The **MSA** requires municipalities to develop Integrated Development Plans that will guide the direction and content of potential development within the relevant council's area of jurisdiction, and must be reviewed annually. In addition the Act also stipulates the IDP process and the components of the IDP.
- b) The **Local Government: Municipal Planning and Performance Management Regulations (2001)** sets out the minimum requirements for an Integrated Development Plan. Regulation 2(1) states that the Municipality's IDP must at least identify:
  - ◆ The institutional framework, which must include an organogram required for the implementation of the Integrated Development Plan;
  - ◆ Any investment initiatives in the Municipality;
  - ◆ Any development initiatives in the Municipality, including infrastructure, physical, social and institutional development;
  - ◆ All known projects, plans and programmes to be implemented within the Municipality by any organ of the state, and
  - ◆ The key performance indicators set by the Municipality.

Regulation 2(3) **Local Government: Municipal Planning and Performance Management Regulations (2001)** sets out matters/issues that must be reflected in the financial plan that must form part of the integrated development plan.

Section 21(2) of the **Municipal Finance Management Act (Act 56 of 2003) (MFMA)** states that, when preparing the annual budget, the Mayor of a Municipality must:

- ◆ Take into account the Municipality's Integrated Development Plan.
- ◆ Take all reasonable steps to ensure that the Municipality revises the integrated development plan in terms of section 34 of the MSA, taking into account realistic revenue and expenditure projections for future years.
- ◆ Take into account the national budget, the relevant provincial budget, the national government's fiscal and macroeconomic policy, the annual Division of Revenue Act and any agreements reached in the Budget Forum.
- ◆ Consult with the relevant authorities.

The drafting, implementation and review of the IDP on an annual basis is mandatory for all municipalities in terms of the relevant legislation, and it is therefore important to briefly outline this legal framework.

The Integrated Development Plan, adopted by the Council of the Municipality, is the key strategic planning tool for the Municipality. It is described in the Municipal Systems Act (MSA) as:

35(1) (a) "...the principal strategic planning instrument which guides and informs all planning, development and all decisions with regard to planning, management and development in the municipality";

(b) "binds the municipality in the executive authority..."

## CHAPTER 3: SITUATIONAL ANALYSIS

This chapter includes details of the current status of the Kareeberg Municipality in order to identify the current position and what needs to be addressed to turn the existing position around.

### 3.1 Spatial Analysis

The Kareeberg municipality does have an (outdated) Municipal Spatial Development Framework (MSDF).<sup>3</sup> However, reference is made to the requirement in terms of Section 20(2) of the Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013) (SPLUMA) that an MSDF must be prepared and approved as part of the municipality's Integrated Development Plan (IDP) and in accordance with the Local Government Municipal Systems Act, 2000 (Act 32 of 2000) (MSA).

The contents of an MSDF are listed in Sections 20 and 21 of SPLUMA,<sup>4</sup> whereas the procedural and content requirements regarding the drafting, amendment and adoption of the IDP, are specified in the MSA. In this regard, the new set of planning legislation confirms this process as the same process to be used for the drafting, amendment and adoption of the MSDF. This also means that the specifications in Section 34 regarding the annual review by a municipality of its Integrated Development Plan, apply to the municipal spatial development framework. When considering this specification, it is important to note the different timelines in the respective planning and implementation horizons, i.e. 5 years for the IDP and up to 20 years in the MSDF.

It must be noted that the Pixley ka Seme District municipality and the Northern Cape Government do have Spatial Development Frameworks for their respective areas of jurisdiction. In the interests of brevity, the following section includes only a summary of key spatial elements of the Northern Cape and the district – elements that have relevance to urban and rural development in the Kareeberg municipality.<sup>5</sup>

The provincial SDF (2012), as a spatial land-use directive, provides the preferred approach to spatial planning and the use and development of land throughout the Northern Cape. This approach is based on bioregional planning and management principles, which basically considers the cultural, social and economic functions as uniquely interdependent within a developmental state agenda. In this regard, a matrix of sustainable land-use zones is provided

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<sup>3</sup> Rural Spatial Development Framework / Land Development Plan, 2010.

<sup>4</sup> Also see the SDF Guidelines, September 2014, as commissioned by the national Department of Rural Development and Land Reform.

<sup>5</sup> A tender request to review and update the Spatial Development Framework for Kareeberg Municipality (and two other municipalities) has been advertised on 23 February 2018.

in an effort to ensure close relationships between these functions. Furthermore, the SDF put forward the following vision as first presented in the provincial Growth and Development Strategy: *building a prosperous, sustainable growing provincial economy to eradicate poverty and improve social development.*

It is stated in the provincial SDF that it serves as an integrated spatial and policy framework within which the imperatives of institutional integration, integrated development planning and cooperative governance can be achieved. What does this mean with regard to the use and development of land? Basically, it means the introduction of specific ways to consider and measure the use and development of land by all stakeholders.

In the provincial SDF, investment typologies are proposed. In this regard, a medium development potential and a high human need were identified as the appropriate investment category for the Kareeberg municipality.

Note that the Spatial Development Framework for the Pixley ka Seme district, was prepared in 2007, and hence, does not include the bioregional planning approach, recent private project investments, recent changes to the municipal boundaries within the district, and/or any reference to the Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013).

### 3.2 Geographical Context

The jurisdiction of the Kareeberg municipality covers an area of 17 702km<sup>2</sup>, which is also 17% of the total area of 102 766km<sup>2</sup> that constitutes the Pixley ka Seme District municipality. The Kareeberg municipality is the western-most local municipality within the district. The main town is Carnarvon which is located in the southern segment of the municipal area. The two other settlements, viz. Vosburg and Vanwyksvlei, are located close to the eastern and north-western segments of the municipal area, respectively.

The Kareeberg municipal area is more or less equidistant from Upington and Kimberley (as the largest towns in the Northern Cape Province) and a little bit further from Bloemfontein, which is located in the Free State province to the north-east. Calvinia, located to the west of the municipal area, is a town with close social and economic linkages with the people and activities in Kareeberg municipality. The regional setting of the municipal area is, although 'central' to the Northern Cape, not linked or connected to any major rail or road corridor.

The table below lists some key points as summary of the geographic context within which integrated development planning for the municipality is performed:

Geographic summary	
Province name	Northern Cape
District name	Pixley ka Seme
Local municipal name	Kareeberg municipality
Main town	Carnarvon
Location of main town	In the southern segment of the municipal area
Population size of main town (as a % of total population)	About 56%
Major transport routes	None

Geographic summary	
Extent of the municipal area (km <sup>2</sup> )	17 702 km <sup>2</sup>
Nearest major city and distance between major town/city in the municipality	Kimberley (about 400 km from Carnarvon)
Closest harbour and main airport to the municipality	Port Elizabeth; Upington
Region specific agglomeration advantages	Agriculture; SKA project
Municipal boundary: Most northerly point:	29°59'36.01" S 21°54'38.33" E
Municipal boundary: Most easterly point:	30°32'16.40" S 23°14'31.00" E
Municipal boundary: Most southerly point:	31°12'47.38" S 22°12'37.93" E
Municipal boundary: Most westerly point:	30°19'41.78" S 21°04'09.15" E

Table 22: *Geographical Context*

### 3.3 Ward delineation

The Kareeberg municipality consists of 4 electoral wards. In the table below, the 4 wards are listed with the approximate number of persons in each ward, size of the ward and population density.

Ward No	Description	Population	Size	Population density
1	Carnarvon: Carnarvon town plus area around Carnarvon airstrip	2 750	56.3km <sup>2</sup>	48.8 persons per km <sup>2</sup>
2	Bonteheuwel	3 861	0.52km <sup>2</sup>	7 420 persons per km <sup>2</sup>
3	Vosburg: Area to the north-east of Carnarvon; includes Vosbrug	2 168	8 367km <sup>2</sup>	0.3 persons per km <sup>2</sup>
4	Vanwyksvlei: Area to the north-west of Carnarvon; includes Vanwyksvlei	2 892	9 277km <sup>2</sup>	0.3 persons per km <sup>2</sup>

Table 23: *Municipal Wards*

### 3.4 Environmental Context

In this section, insight is gained into the environmental context within which integrated development planning must occur, though a high-level summary of the key elements of the environment.

The Kareeberg municipal area does not include areas that can be classified as being particularly environmentally sensitive due to the very limited (if any) occurrence of Red Date species, wetlands, water sources and terrestrial ecosystems. According to SANBI data, the municipal area does only have one area classified as Critical Biodiversity Area, i.e. a 'lung' stretching from the west (in an east-west orientation) into the western segment of the municipal area.

Environmental summary	
Main environmental regions	Grassland and Nama-Karoo biome: Approximately 250 million years ago the Karoo was an inland lake fringed by cycads and roamed by mammalian reptiles. Today, it is a geological wonderland with fossilised prints of dinosaurs and other fossils. It is one of the largest wool and mutton producing regions in South Africa.



Environmental summary	
List of conservation areas	None
List of private nature reserves	None
List of government owned nature reserves	None
Biosphere areas	None
Main river	None
Wetlands	None
Heritage sites	To be confirmed
Status of the Environmental Management Plan	No plan available

Table 24: *Environmental Context*

### 3.5 Biophysical Context

In this section, insight is gained into the environmental context, and in particular into the biophysical elements thereof, within which integrated development planning must occur, though a high-level summary of the key elements. The municipal area can be considered as a homogeneous environmental area, i.e. limited mix of species in ecosystem. The area is a micro bioregion covered by mountains, hills, plains and lowlands with a moderate climate.

The table below provides a summary of the municipality's biophysical context:

Biophysical context	
Current land transformation status (land transformed from natural habitat to developed areas)	-
List of major river streams	-
Main agricultural land uses	Extensive grazing (mostly sheep farming)
(Possible) demand for development that will influence the transformation of land use	SKA project, Renewable energy
Existing pressure from land use impacts on biodiversity	SKA project, Renewable energy, livestock grazing management and veldt management
Current threats on alien flora species and mitigation processes in place	Grassland and Nama-Karoo biome
List of fauna species	Variety of game species, e.g. Springbok and Eland; Riverine Rabbit ( <i>Bunolagus monticularis</i> )
List of endangered flora species	-
Any eco-tourism initiatives required to sustain the ecological issues and impacts	-
Any coastal areas within the municipality	No
Coastal Management status if applicable	-
Any protected mountain areas/ranges within the Municipality	-
Average rainfall for the municipal area	Between 100 mm and 300 mm per annum
Minimum and maximum average temperature for both winter and summer months	Summer average: 40° and Winter average: -10°

Table 25: *Biophysical Context*

### 3.6 Infrastructural Context

#### 3.6.1 Infrastructural Summary

In this section, insight is gained into the infrastructural context within which integrated development planning must occur, though a high-level summary of the respective infrastructure components that 'serves' the communities.

The Kareeberg municipality faces a significant human settlement challenge in, specifically, Carnarvon. In this regard, the effective and sustainable use and development of land is subject to the availability, standard and quality of service infrastructure. For example, houses cannot be built where water, electricity, sewerage and other municipal services are not available.

The table below provides a summary of the municipality's infrastructure:

Infrastructural summary	
Current disparity percentage in terms of the provision of services	See table 3 & 31
Major service backlog areas	Electricity, sewerage and water services
Service areas where there are a lack of maintenance according to the priority needs	Electricity, sewerage and water services
Status of Master Plans	See §3.12
Current condition of roads	Tarred roads – good; gravel roads - poor
Current public transport services provided according to modes used often	Minibus/taxi and bus
Areas threatened by poor storm water management (areas prone to flooding according to priority)	All urban areas
Water services conditions (blue drop report)	-
Waste disposal status and condition	Under-resourced staff and infrastructure
Existing landfill registration site status in the Municipal area (EIA's status)	Not compliant
Ways of reducing waste and water loss	-
Condition of Waste Water Treatment Works (green drop report)	-
Major development projects of significance that have an effect on the existing service delivery situation	Housing delivery
Major developments restricted due to a lack of bulk services	Housing delivery
Condition of electrical service provision (reliability, major substations and internal infrastructure)	Good

Table 26: *Infrastructure Summary*

### 3.6.2 Services and Backlogs

The table below reflects the challenges to provide the basic services to all households residing within the municipal area.

Town	Services (and remaining backlogs)				
	Electricity (for lighting)	Water (Piped (tap) water inside dwelling/ institution)	Sewerage (Flush toilet (connected to sewerage system))	Roads	Housing (Formal housing (brick/concrete block structure)
Kareeberg	73,6% (26,4%)	41,5% (58,5%)	55,6% (44,4%)	Tarred roads - good	89,6% (10,4%)
Pixley ka Seme	85,1%	47,0%	65,7%	Gravel roads - poor	86,3%
Census 2011					

Table 27: Services and Backlogs (Census 2011)

## 3.7 Social Context

In this section, insight is gained into the social context within which integrated development planning must occur, though a high-level summary of the key socio-economic and demographic aspects of the communities.

### 3.7.1 Social Summary

The Gini Coefficient for the Kareeberg municipal area is 0.6372 (income including social grants), which in reducing inequality should fall to 0.6.<sup>6</sup> The mobility of individuals is restricted by the absence of a public transport system and long distances between towns. This situation is a huge stumbling block in the development of human and social capital owing to limited access to information and opportunities.

The table below provides a summary of the Municipality's social context:

Social context	
Population size (2017)	11 385
Education levels (% of community that has passed Grade 12 in 2016 in Northern Cape)	82,2%
Total number of learners in 2014 (Pixley ka Seme District / Northern Cape)	46 496 / 289 004
Total number of male learners in 2014 (Pixley ka Seme District / Northern Cape)	22 667 / 145 275
Total number of female learners in 2014 (Pixley ka Seme District / Northern Cape)	23 829 / 143 729
Total number of educators in 2014 (Pixley ka Seme District / Northern Cape)	1 424 / 9 182
Total number of public schools in 2014 (Pixley ka Seme District / Northern Cape)	101 / 551

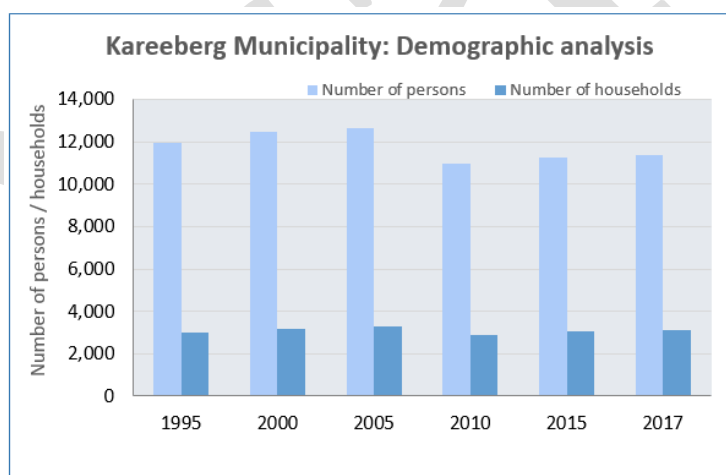
<sup>6</sup> The Gini Coefficient is a statistical measure of the degree of variation represented in a set of values, used especially in analysing income inequality.

Social context	
Labour force participation rate (percentage) in 2016	57,8%
Unemployment rates in 2016	21,4%
Income levels (typical income)	Between 60% and 80% of all households earn less than R76 400 per annum
HIV and Aids (population segment that is HIV positive - %, average annual growth in HIV)	About 7%
Major travelling modes for the municipal community (by priority usage)	Foot, Car as a passenger, Car as a driver, Minibus/taxi, Bus, Bicycle
Transportation needs to serve the public transport sector	Reliable and cheap short and long distance travel modes
Public transport areas of need and mode type that could link development corridors or development areas	Bus

Table 28: *Social summary*

### 3.7.2 Demographics of the Municipality

The number of persons (and households) in Kareeberg increased slightly over the period 1995–2005 with a negative net migration rate<sup>7</sup> experienced the following five years and an increase in population size and number of households since 2010 to date (see graph below). The overall annual population growth rate in Kareeberg municipality over the period 2010–2017 was a mere 0.6%.

Graph 6.: *Demographic Analysis (Source of data: Quantec)*

The White population grouping in the Kareeberg municipal area has over the period 2010–2017, experienced a very slight overall negative growth rate. The other three groupings experienced positive growth rates over this period, but

<sup>7</sup> More people leaving the area as people coming into the area.

with growth in the Black-African grouping from a low and Asian grouping from a very low base. The Coloured grouping had a very low 0.05% average annual growth rate since 2010.

It is important to note the composition of the population with specific reference to the Black-African and Coloured groupings. In this regard, the Black-African grouping was 2.2% of the total population in 2001, 4.5% in 2011 and 5.3% in 2017. The Coloured grouping comprised 87% of the total population in 2001, 86.7% in 2011 and 86.1% in 2017. Together, these groupings comprised more than 90% of the population in 2011 and 2017. Hence, a key question in considering any future growth and development path for Kareeberg municipality should be the amount of resources used by and allocated to these groupings.

Carnarvon, the largest town in the municipal area, had a 2001 population of 5 135 persons, with about 1 426 households. Almost 60% of the total population in the municipal area live in Carnarvon.

In contrast, Vanwyksvlei (including the rural area in Ward 4) had about 800 households and Vosburg (including the rural area in Ward 3) about 602. In terms of 2001 numbers, Kareeberg municipality accounted for about 5.6% of the population within the Pixley Ka Seme District municipality and about 6.2% in 2011.

The growth rate of the population in the municipal area depends largely on the availability of economic opportunities to especially young adults. A stagnating or slow growing economy will result in the outflow of work seekers with a resulting impact on the households and society at large. It is expected that the population growth rate will increase over the next 5-year period, viz. till 2023. This is owing to in-migration as a result of people seeking employment opportunities in the Carnarvon area.<sup>8</sup>

The demographics of the municipal area are indicated in the table below:

Indicators	Black-African		Coloured		White		Asian	
	2011	2017	2011	2017	2011	2017	2011	2017
Population size	497	614	9 532	9 812	910	904	52	56
Proportional share of total population (percentage)	4,5%	5.3%	86,7%	86,1%	8,2%	7,9%	0,4%	0,5%
Number of households by population group <sup>9</sup>	168	208	2 365	2 473	391	399	9	9
Source of data: Quantec								

**Table 29: Demographics of the municipality**

<sup>8</sup> This is as a result of the Square Kilometre Array telescope development project in the western section of the Pixley ka Seme district.

<sup>9</sup> Calculated by using a 3.6 household size for 2001 and 3.4 for 2011.

### 3.7.3 Education Levels

There is a vast improvement, since 2001, in the number of persons with matric in the municipal area. However, the number of persons with no schooling in 2017 was more than the comparative number in 2011. The biggest success in the education levels is the consistent increase in the number of pupils with a Grade 12 qualification.

The education levels in the municipal area are indicated in the table below:

Indicator		2001	2011	2017
Education	No schooling	2 348	1 803	1 884
	Matric	949	1 081	1 163
	Higher education (certificate with Grade 12 or better)	397	353	371
Source of data: Quantec				

Table 30: Education Levels

### 3.7.4 Service Delivery Levels

Regarding service provision in Kareeberg municipality, there has been an improvement in the provision of electricity for lighting from 2011 to 2016 (73.6% of households in 2011 vs 83.4% in 2016). The proportion of households with flush toilets connected to the sewerage system has also greatly improved from 55.6% in 2011 to 69% in 2016. The provision of piped water inside dwellings has increased from 41.5% in 2011 to 47% in 2016, while the provision of refuse removal increased from about 70% of all households receiving the service in 2011 to 84.3% of households in 2016.

The service delivery levels in the municipal area indicated in the table below:

Service (% share of households)	2011	2016
Electricity	73.6%	83.4%
Flush toilets	55.6%	69%
Water (piped water)	41.5%	47%
Refuse removal <sup>10</sup> (local authority/private)	70.9%	84.3%

Table 31: Service Delivery Levels

<sup>10</sup> Removed by local authority/private company at least once a week.

## 3.7.5 Health

Although the number of people using health services and infrastructure increased (i.e. population growth), the number of these facilities did not increase in recent years. However, it is estimated that a threshold population of about 40 000 can be served by a primary health clinic, showing that the communities are well served in this respect. It is estimated that a small to medium size clinic could serve about 5 000 persons.

The health care levels in the municipal area are indicated in the table below:

Facility	2013	2016
Fixed facility clinics	2	2
Hospital	1	1
Community Health Centre	2	2
Total (all health facilities)	9	9
Source of data: Quantec		

Table 32: Health Care

## 3.7.6 Social Grants

The table below includes the numbers of social grants by type per province as at 31 January 2017.

Region	Grant type (R'000)							
	OAG	WVG	DG	GIA	CDG	FCG	CSG	Total
Eastern Cape	546 755	30	181 781	20 283	22 268	97 735	1 871 026	2 739 878
Free-State	192 732	1	74 815	3 834	7 757	30 027	673 885	983 051
Gauteng Province	543 209	57	112 035	5 225	18 221	47 691	1 766 210	2 492 648
KwaZulu Natal	660 048	25	246 034	51 663	39 850	89 280	2 790 034	3 876 934
Limpopo	449 810	8	94 737	35 532	14 828	42 832	1 770 979	2 408 726
Mpumalanga	239 970	4	76 580	9 534	10 844	29 220	1 062 112	1 428 264
Northern Cape	83 503	5	51 857	8 548	5 956	12 352	301 992	464 213
North-West	246 358	3	77 907	9 194	9 954	32 378	826 611	1 202 405
Western Cape	320 901	52	154 056	14 146	14 146	29 618	976 595	1 511 070
<b>Total</b>	<b>3 283 286</b>	<b>185</b>	<b>1 069 802</b>	<b>143 824</b>	<b>143 824</b>	<b>411 133</b>	<b>12 039 444</b>	<b>17 107 189</b>
Source: SOCPEN System								
OAG: Old Age Grant; WVG: War Veteran's Grant; DG: Disability Grant; GIA: Grant in Aid; CDG: Care Dependency Grant; FCG: Foster Child Grant; CSG: Child Support Grant								

Table 33: Social Grants

## 3.7.7 Housing

We observe from the table below that the percentage of households living in formal housing (brick or concrete block structures) increased by about 5% between 2011 and 2016, while the proportion of households occupying informal structures decreased by about the same number over the same period. The square metreage of (new) building space (all building types) completed in the municipal area over the period 2004 to 2015, signifies minimal building activity. It is



interesting to note that ‘additions and alterations’ constitute the bulk of added space (143 units, if measured by units) to the building stock over this period — 155 units were added in total.

Dwellings (% share of households)	2011	2016
Formal dwellings	89.6%	94.2%
Informal dwellings	10.4%	5.8%

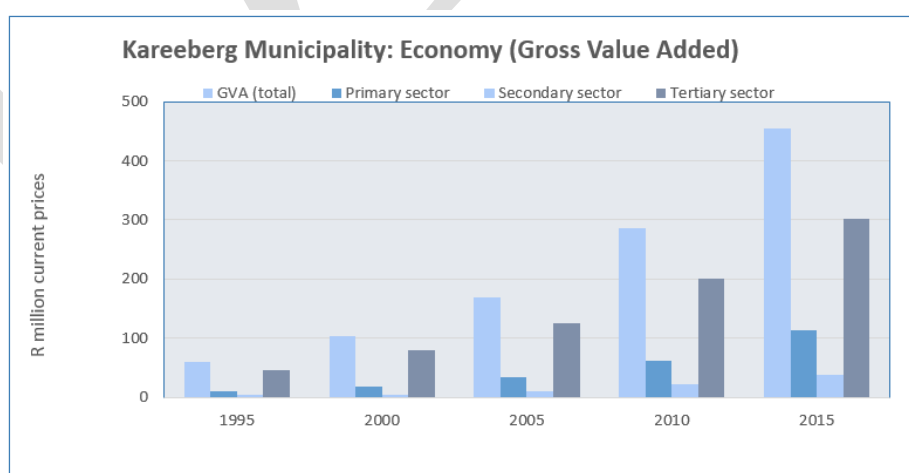
Table 34: *Dwellings*

### 3.8 Economical Context

#### 3.8.1 Economic Summary

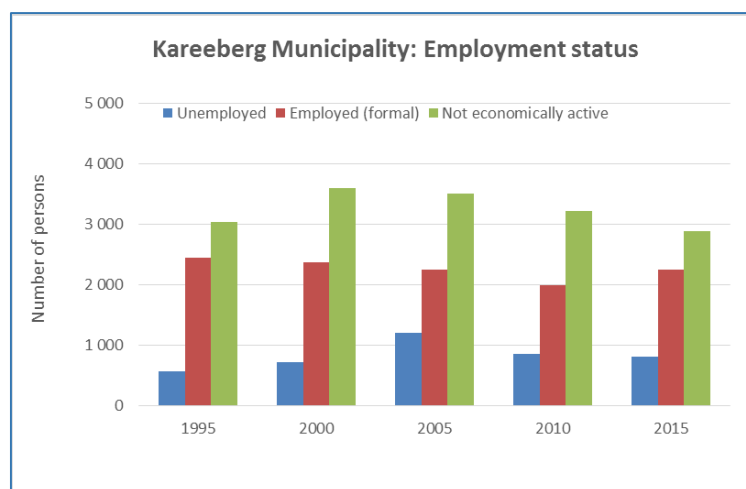
In a provincial context, the Northern Cape (and Limpopo) recorded the lowest real annual economic growth rate (of 2,2% each) of the nine provinces in South Africa in 2011. Furthermore, the Northern Cape posted an average economic growth rate of 2,4 per cent over the period 2001 till 2011, whereas the South African economy recorded an average growth rate of 4,0 per cent. In this regard, the Northern Cape Province contributed just more than 2% of the total value to the South African economy. The two economic subsectors with the most significant contributions in the provincial context, were agriculture and mining (6,1% and 6,8%, respectively). This value contribution by mining amounts to almost 26,7% of the provincial economy, while the size of the contributions by agriculture is 6% and that of personal services, 8,1%.

The percentage share contribution by the tertiary sector in 2015 to the total ‘GVA’ generated in the municipal area is about 66% (or R303 million) (see table below). However, a 2015 Location Quotient of 0.99 relative to the district shows a comparative disadvantage in this sector to the district economy. On the other hand, the primary sector in the municipal area with a 24.8% (or R113 million) contribution to the total GVA in 2015 has a comparative advantage to the district economy with a Location Quotient of 1.22 relative to the district.

Graph 7.: *State of the economy (Source of data: Quantec)*

The graph below shows an increase, in recent years, in the number of the persons (formally) employed in the Kareeberg municipality. This improvement, after almost two decades of declining numbers is also reflected by the unemployment rate that was lower in 2016 (21,4) than the rates of 24,8 in 2010 and 24,3 in 2011. Any unemployment rate, irrespective

of its size, has serious repercussions for the ability of the residents to pay for, *inter alia*, their daily needs and municipal services. For the unemployed, pension/welfare payments are the only reliable source of income. In Kareeberg, about 33,4 % (2 275) of working age persons (6 803) were (formally) employed in 2016. Informal employment for persons of working age amounted to 816 (or 11,9%) of the total.



**Graph 8.: Employment levels (Source of data: Quantec)**

The table below provides an economic summary of the Municipality's area:

Economic summary	
Percentage of working age persons not economically active in 2016	42.1%
Number of persons (formally) employed in 2016	2 275
Two major economic sectors	Agriculture, Government Services
Existing initiatives to address unemployment	Government-driven work opportunities
Possible competitive advantages	SKA project; Favorable conditions for renewable energy generation
Investment initiatives and incentives	Government-driven work opportunities

**Table 35: Economic Summary (Source of data: Quantec)**

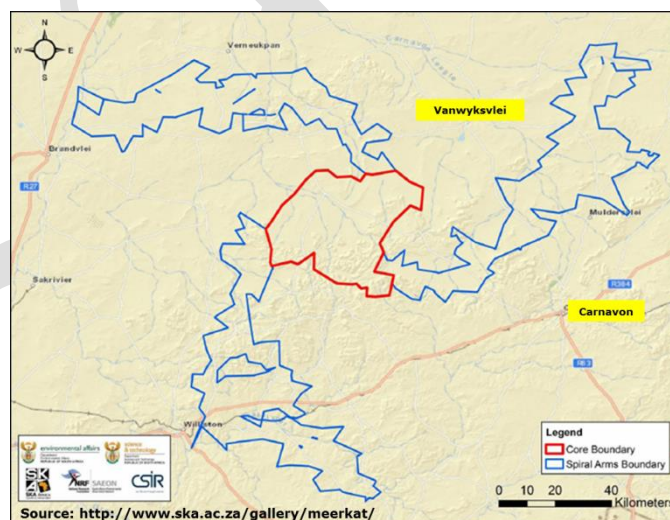
The economy in the Kareeberg Municipality is characterised by the following:

- ♦ Moderate growth since 2010 but from a low base
- ♦ High levels of poverty and low levels of education
- ♦ It is a small-town sub-region with a low level of development (note the significant economic impact that the establishment of the Square Kilometre Array project will have in the municipal area),
- ♦ Sparsely populated towns with Carnarvon serving as “agricultural service centre”,
- ♦ High rate of unemployment, poverty and social grant dependence,
- ♦ Prone to significant environmental changes owing to long-term structural changes (such as climate change, energy crises and other shifts),
- ♦ Geographic similarity in economic sectors, growth factors and settlement patterns,
- ♦ Economies of scale not easily achieved owing to the relatively small size of towns,
- ♦ A diverse road network with national, trunk, main and divisional roads of varying quality,

- ◆ Potential in renewable energy resource generation, and
- ◆ A largely tertiary-sector based economy with agriculture (as subsector in the primary sector) the only other major contributor the 'local' GVA.

The establishment of the SKA project in the western segment of the municipal area is the most significant investment of any kind in recent years. In this regard, it is important for all stakeholders to ensure that the 'other' sources of local or regional livelihoods, e.g. agriculture, are not undermined. However, since the introduction of the project the following elements of the local economy has benefited significantly: road infrastructure, local job opportunities created (mainly Black Economic Empowerment driven), purchasing of local supplies and services, e.g. in the hospitality industry and the property market through higher demand and the construction of new houses. Another key aspect of beneficiation is the introduction of improved high speed broadband connection for previously unconnected communities.

It is important to note that Carnarvon is seen as the main geographic hub of investment in terms of the SKA project (see map opposite). In this regard, and seen in the broader regional context, it is an imperative for all three tiers of government to become involved in the monitoring and evaluating of change in, *inter alia*, the socio-economic status of the directly and indirectly affected communities. For example, to monitor the implementation and results of the human capital development programmes. The challenge is also to optimise, share and sustain these collateral benefits to the local and regional economy and by implication, to the local communities. For example, the financial sustainability of mainly the Kareeberg municipality will impact on the standard and availability of certain services and infrastructure and proper land use management will result in a socio-political approach to sharing the tourism-related opportunities.



### 3.8.2 GDP of the Municipality

The Kareeberg municipality has a relatively small economy, making up about 5,1% of Gross Domestic Product in the Pixley ka Seme District municipality in 2016. This contribution is a negligible proportion (about 0,5%) of the Northern Cape Province's economy in the same year. Note that these contributions are almost similar to the respective contributions in 2011. GDP growth rates between 2011 and 2016 average at 8,5% per annum with an 18% increase in 2014.

The table below provides a summary of the municipality's GDP in 5-year increments from 1995:<sup>11</sup>

Industry	1995	2000	2005	2010	2015
Agriculture	9	18	32	60	123
Mining (and quarrying)	0	0	0	1	1
Manufacturing	2	3	6	13	21
Construction	2	2	3	10	17
Retail trade	11	18	30	59	89
Transport and communication	7	12	20	23	34
Business services	2	3	7	13	20
Social and personal services	10	16	25	22	34

Table 36: *GDP of the municipality (Source of data: Quantec)*<sup>12</sup>

The government, community, social and personal services and the agriculture sectors contribute most to the gross domestic product of the Kareeberg municipality. In this regard, employment in the agriculture sector underpins the incomes of many households in the municipal area. The possible impact of the SKA project on agriculture in the municipal area still has to be determined and analysed. This notwithstanding, we believe the project, resulting in mostly services-orientated offerings in the tertiary sector, is largely responsible for the recent growth in this sector.

### 3.8.3 Investment typology

In a 2011 research study called "Development Potential of Urban Settlements in the Northern Cape" by Van der Merwe, I.J., and Zietsman, H.L. regarding the investment potential of municipalities and settlements in the Northern Cape, a set of indicators was developed and used to determine the development/growth potential and human needs at two functional levels, i.e. municipal and settlement.

The indicators were grouped as follows with the components of each grouping in brackets:

- ◆ Resource index (natural and human resources),
- ◆ Infrastructure index (transportation, communication and institutional services), and
- ◆ Economic index (economic sectors, commercial services, market and accessibility potential and property market).

<sup>11</sup> Presented as 'Nominal Gross value added at basic prices, R millions current prices'.

<sup>12</sup> Measured by Gross Value Added.

The tables below include the findings of the study regarding the development potential combined with the human need factor for the Kareeberg municipality.

Development index	Investment potential
Resource	Low
Infrastructure	Low
Economic	Low
<i>High (Have the potential to grow at a sustainable and powerful rate in line with the capacity of available resources)</i>	
<i>Medium (Consistent and moderate growth prevails and certain sectors of the economy show signs of growth, or have the potential for it)</i>	

**Table 37: Composite Indices Applied for the municipality**

Not considered together with the development potential, the human development needs index for the municipality is measured as high, owing to, for example, the occurrence of low matriculation pass rates, high proportions under the mean level of living index, high rates of HIV/Aids and high percentages receiving social grants. The table below lists the human development index for each of the three towns.

Human development needs index	Vulnerability need
Carnarvon	High
Vanwyksvlei	High
Vosburg	High

**Table 38: Human Development Needs Index**

By combining the findings on the development/growth potential and human needs, the preferred type of (public) investment was identified to stimulate economic growth and social advancement. In this regard, a low development potential and a high human need was identified in the Kareeberg municipality. This implies an investment strategy to stimulate infrastructure<sup>13</sup> and social<sup>14</sup> and human<sup>15</sup> capital as best return on investment in these three forms of 'development capital'. The preferred locations for these investments would be Carnarvon.

<sup>13</sup> The main components include buildings and infrastructure such as roads, communications, waste disposal, water systems, etc.

<sup>14</sup> Concerns investments by institutions that help us maintain and develop human capital e.g. families, communities, municipalities, trade unions, hospitals and schools.

<sup>15</sup> Refers to people's health, education, training, knowledge, skills, religion and motivation.

### 3.9 Strategic Context

The following section includes a summary of the strategic nature of local resources and the use thereof, as a competitive advantage of the Kareeberg municipality.

#### 3.9.1 Strategic Summary

In the table below, the strategic nature of the local resources is described as beneficial to serve as the catalyst for investment:

Strategic summary	
Location in terms of major transport nodes (nationally and district wide)	Not good
Comparative advantage towards economic development potential within the direct boundaries of the municipality	Optimise, share and sustain the collateral benefits of the SKA development; concentrate on activities in the primary and tertiary sectors
Location in terms of the Provincial Growth and Development Strategy	Sidelined, owing to the 'remoteness' of the municipal area as an economic hub, and a marginal contribution to GDP
Major tourism and development corridors and how these corridors are being explored for further development	Tourism can be one of the main economic sectors (note the increase in the number of guesthouses in Carnarvon in recent years)
Existing contribution to the GDP of the Province	Less than 10%
What has been done to create an enabling environment for investors	Promote the development of the tourism sector and optimise investment in the education sector

Table 39: *Strategic Summary*

#### 3.9.2 Possible Opportunities

The following possible opportunities could be utilised:

Corridor/niche/action	Economic sector	Area
Expanding the 'reach' of Carnarvon serving as "hub" for SKA project	Tertiary	Carnarvon
Understanding the impact of significant environmental changes owing to long-term structural changes (such as climate change, energy crises and other shifts)	(Cross-cutting)	Municipal area
Expanding the economy of scale of Carnarvon	(Cross-cutting)	Carnarvon
Keeping the diverse road network in a good condition	Transport	Municipal area
Understanding the potential of partnerships between authorities	(Cross-cutting)	Municipal area
Allowing investment in renewable energy resource generation	Construction; Electricity	Municipal area

Table 40: *Possible Opportunities*

### 3.9.3 *Developmental Direction for Urban Areas*

Carnarvon is a typical Karoo town which consists of a small middle class (including black and/or coloured government officials), a few emerging entrepreneurs and with the majority of the remaining population depending on government grants.

It has been stated that several incremental spin-offs have already been felt in Carnarvon, including:<sup>16</sup>

- ◆ Local employment and training,
- ◆ Increased property prices and a trend towards property renovation,
- ◆ An increase in the number of guest houses,
- ◆ More trade for local firms supplying SKA and contractors,
- ◆ The opening of the Lord Carnarvon Boutique hotel and restaurant,
- ◆ The acquisition and revamp of the Carnarvon Hotel,
- ◆ Longer opening hours for shops,
- ◆ The upgrade to the Carnarvon High School Hostel,
- ◆ A new sports field in Carnarvon,
- ◆ The local computer centre funded by SKA and its associate firms,
- ◆ New public housing schemes,
- ◆ An increase in Police resources because SKA is now a National Key Point,
- ◆ New maths and science teachers in Carnarvon, and
- ◆ A gradual reversal of the brain drain (i.e. an influx of new skills into the community).
- ◆ In addition, it was recently reported that Square Kilometre Array South Africa has awarded bursaries, for university studies in science and technology, to four learners, who matriculated from Carnarvon High School in 2016.<sup>17</sup>

### 3.9.4 *Investment Opportunities*

#### 3.9.4.1 *Square Kilometer Array Project<sup>18</sup>*

The largest footprint of the South African component of the SKA Phase 1 development is located in the Kareeberg municipal area. In this regard, the project will impact on the growth and development of the entire rural area of the municipality as well as the towns of Carnarvon, Vanwyksvlei and Vosburg. Therefore, careful planning and monitoring

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<sup>16</sup> Socio-economic Assessment of SKA Phase 1 in South Africa, January 2017.

<sup>17</sup> Source: <http://www.ska.ac.za/gallery/meerkat/>, viewed on 2.4.2017.

<sup>18</sup> Source: Socio-economic Assessment of SKA Phase 1 in South Africa, January 2017.



of outcomes are required in order to optimise, share and sustain collateral benefits of the investments to the local and regional economy and by implication, to the local communities.

It is stated in a recent study, that infrastructure to a value of R 185 million was delivered by the Northern Cape and SKA SA over the period 2007-2009. All contracts specified 80% local labour, and preference was given to Northern Cape contractors. This created 618 local jobs. The total contribution to jobs (by 2009) was R 8,1 million; the total contribution to BEE was R 4,9 million; local business and hospitality industry has experienced 30-50 % increase in turnover during 2008/09; and the property market increased, with longer-term contractors purchasing houses and short-term contractors leasing houses. The size and timing of this investment correlates with the growth and decline of the local economy since 2007.

The following 'benefits' has been noted in the previous IDP as forthcoming from the SKA investment, i.e. infrastructure, local jobs, hospitality and tourism opportunities, entrepreneurship, business development, education and training. It is in particular, the town of Carnarvon that has benefitted substantially from the investment. In this regard, it is stated that several incremental spin-offs have already been felt in Carnarvon with the most recent being, four learners who matriculated from Carnarvon High School in 2016, receiving bursaries for university studies in science and technology.

Economic growth does, however, require public investment in services and infrastructure and in certain localities to sustain economic activities, and to create long-term employment opportunities. For example, employment opportunities draw workers and workers require housing and other day-to-day services. In this regard, the Kareeberg municipality must adopt a sector and activity focused approach to understand and manage the current development patterns. Therefore, it is an imperative that the following challenges be addressed:

- ◆ Transparent and reliable communication between stakeholders
- ◆ Long-term structural changes (e.g. climate change)
- ◆ Financial viability (e.g. address low payment culture)
- ◆ Uncertainties around the core agricultural product
- ◆ The conservation footprint
- ◆ Land and housing demand (e.g. addressing the housing backlog)
- ◆ Ensuring that the quantum of water needed is available and of a good quality
- ◆ Ability to maintain development impulses in the education/training and other subsectors, and
- ◆ Ability to meet rising socio-economic development expectations and aspirations of lower-income communities.

The issue of providing housing on- and off-site for SKA staff on suitable land has to be a consultative process between the relevant stakeholders.

#### 3.9.4.2 *Renewable Energy Generation*

The Northern Cape Growth and Development Strategy (NCGDS) promoted strategies to ensure the availability of inexpensive energy through the development of new sources of energy via the promotion of the adoption of energy applications that display a synergy with the province's natural resource endowments, must be encouraged. The

development of energy sources such as solar energy, the natural gas fields, bio-fuels, etc., could be some of the means by which new economic opportunity and activity is generated in the Northern Cape.

In the context of possible changes in the economies of scale and macroeconomic conditions, the threat to the continued viability of agriculture should be investigated. Current economic conditions and investment priorities point to other investment opportunities, i.e. SKA and renewable energy. It is however paramount to ensure compatibility between these land uses. This notwithstanding, the Northern Cape is to be the ideal location for various forms of renewable energy.

#### 3.9.4.3 *Shale Gas Exploration*

South Africa is now exploring the idea of exploiting the field of shale gas in the Karoo in order to derive energy fundamental for development. The proposal is that shale gas could play a critical role in the country's energy mix in order to meet the demand for energy, thus promoting industrialisation for economic growth. Other benefits could include employment creation. There are, however, concerns about the impact that fracking will have on the environment. This situation has been met with strong opposition from environmental bodies which expressed a need for a comprehensive environmental impact assessment (EIA) report addressing water and environmental sector impacts and how they are to be mitigated. Again, it is paramount that all spheres of government address the compatibility between these land uses in an area that has a unique sense of people, place, history, craft, limits and nature.

### 3.10 The Organisation

#### 3.10.1 *Council*

The Kareeberg Local Municipal Council comprises of 7 elected councillors, made up from 4 ward councillors and 3 proportional representation councillors. The mayor is Mr N S van Wyk, and forms the council together with the following members: Mr J E Hoorn, Mr B J E Slambie, Mrs G Saal, Mr E Hoorn, Mr G van Louw, and Mr W Horne.

#### 3.10.2 *Management structure*

The administration arm of Kareeberg Municipality is headed by the Municipal Manager, who has 3 senior managers reporting directly to him. The Municipal Manager, as head of the administration, is responsible and accountable for tasks and functions as provided for in Section 55 of the MSA, other functions/tasks as provided for in legislation as well as functions delegated to him by the Mayor and Council.

#### 3.10.4 *Departmental structure*

The Municipality has four departments and the functions of each can be summarised as follows:

Department	Core Functions
Office of the Municipal Manager	<ul style="list-style-type: none"> <li>◆ Internal Audit</li> </ul>
Corporate Services	<ul style="list-style-type: none"> <li>◆ Administration</li> <li>◆ Human Resources</li> <li>◆ Performance Management Services</li> <li>◆ LED</li> </ul>

Department	Core Functions
	<ul style="list-style-type: none"> <li>◆ IDP</li> <li>◆ Libraries</li> <li>◆ Special Programmes</li> </ul>
Finance	<ul style="list-style-type: none"> <li>◆ Revenue</li> <li>◆ Expenditure</li> <li>◆ Supply Chain Management</li> </ul>
Operational Services	<ul style="list-style-type: none"> <li>◆ Water</li> <li>◆ Sewerage</li> <li>◆ Refuse</li> <li>◆ Electricity</li> <li>◆ Roads</li> <li>◆ Sport and Recreation</li> </ul>

Table 41: *Departmental functions*

### 3.10.5 Municipal workforce

Section 68(1) of the MSA states that a municipality must develop its human resource capacity to a level that enables it to perform its functions and exercise its powers in an economical, effective, efficient and accountable way. The organisational structure should be revisited after the approval of the IDP and budget to ensure that the municipality still delivers services in the most productive and sufficient manner. The Municipality is currently in the process of reviewing its macro structure and organogram. The new staff establishment will be developed in line with normative human resource practices, taking cognisance of the transformation targets and requirements as stated in the Basic Conditions of Employment Act. The recruitment of employees is conducted in terms of the Municipality's recruitment and selection policy.

Based on the strategic and policy decisions made by Council, the senior management team develops service plans for integration with other sectors within the strategy for the municipality. They must measure performance according to agreed indicators, analyse and report regularly. They inform decision-makers timeously of any risk to service delivery initiatives and conduct the review of service performance against plans before other reviews. The senior management team of Kareeberg Municipality is supported by a municipal workforce of 72 permanent employees and 34 temporary appointees, which is structured in the departments to implement the IDP strategic objectives.

Posts in the Organisation					
Permanent positions filled	Funded vacancies		Unfunded vacancies		Total
72	3		0		72
Representation of employees					
Employees categorised in terms of gender (permanent and temporary employees)	Male		34		72
	Female		38		
Employees categorised in terms of race (permanent and temporary employees)	Coloured	African	Indian	White	72
	64	0	0	8	
Vacancies	3		Temporary staff		34
Total (permanent and temporary employees)					106

Table 42: *Staff Establishment (March 2018)*

### 3.10.6 *Municipal administrative and institutional capacity*

The Municipality has the following policies to support the workforce in delivering on the strategic objectives:

Name of Policy	Date Approved
Recruitment Selection and Appointment	27 October 2016
Leave	9 December 2015
Bonus	9 December 2015
Family Responsibility Leave	9 December 2015
Acting	9 December 2015
Communication Strategy	25 August 2015

Table 43: *Approved Policies (March 2018)*

### 3.10.7 *Skills development*

The Workplace Skills Plan, which is submitted annually on the last day of April, reflects all the training done within the specified period, as well as all the staff trained within the specified year. This plan also sets out the prioritised training for the following financial year. Training is linked to the job description of each employee, which ensures that employees are registered for training which has a direct impact on the performance of their duties. Training is governed by the Skills Development Act, which is very prescriptive in the manner in which training must take place and the targets that must be adhered to, as well as the employment equity targets which should be reached.

During 2015/16 and 2016/17 the Municipality only spend R5000 on training per annum due to financial constraints.

### 3.10.8 *Institutional performance*

An institutional performance review provides critical information pertaining to the current status and critical service needs, highlights and challenges. The information can provide value insight for the management team and guidance to engage in a meaningful planning process to improve service delivery within the municipal area. The highlights of the past year are summarised per directorate in the tables below:

Highlights
<ul style="list-style-type: none"> <li>♦ Most staff is dedicated and walk the extra mile</li> <li>♦ Discipline of the staff is good</li> <li>♦ We strive to pay all creditors within 30 days</li> <li>♦ The various supply chain committees have been reappointed and have received the necessary training</li> <li>♦ Good working relations between political arm and administration</li> <li>♦ Obtain unqualified audit opinions for number of consecutive years</li> <li>♦ Maintain positive cash flow over the years</li> <li>♦ Good co-operation between the council and SKA development</li> <li>♦ Render quality services to its community</li> </ul>

Table 44: *Main Highlights of the Past Year*

Challenges
<ul style="list-style-type: none"> <li>♦ Low spending on capital</li> <li>♦ Successful implementation of the general valuation</li> <li>♦ Balancing of the budget with limited income sources</li> <li>♦ Functioning of the Audit Committee</li> <li>♦ Maintenance of assets, especially vehicles</li> </ul>

## Challenges

- ◆ Sufficient office space
- ◆ Provision of sustainable potable water to residents
- ◆ Non-payment of services & increase in debtors
- ◆ Slow initiatives in local economic development
- ◆ Unemployment rate and Increase in number of indigent house holds
- ◆ Lack of skilled staff and training opportunities to staff members
- ◆ Vandalism of municipal assets
- ◆ Illegal dumping
- ◆ Stray animals
- ◆ Local availability of machinery to maintain gravel roads
- ◆ Condition of the dumping sites
- ◆ Old Water network
- ◆ Sufficient storage facilities
- ◆ Maintenance of municipal assets
- ◆ Increase in Spaza shops in communities
- ◆ Animals kept in backyards

Table 45: *Main Challenges of the Past Year***3.11 Stakeholder inputs**

The public consultation process was rolled out in the 4 wards of the Municipality. These community consultations proved to be very successful and offered an insight to the tremendous challenges which both government and citizens are faced with. The consultation process recorded the following list of needs, all of which do not necessarily constitute or are within the mandate of local government; the needs outside our mandate were communicated to the relevant sphere of government and/or institution responsible for the core service. Some of the identified needs do not fall within the functions of the Municipality, but the communities tend not to differentiate between Local, District, Provincial and National Government functions. To ensure that needs of local communities are met, this therefore demands that planning are better coordinated/ integrated with Local, Provincial and National Government. The needs of the community are indicated in the tables below per town:

Carnarvon
High past lights at the graveyard site
Land for housing projects
Revitalise of Railway
Pedestrian crossing at Primary School
Establishment of Local Tourism Council
MCOA development
Fencing and ablution facilities at cemetery
Tourism Centre
Community Hall
Water problems
Job creation
Speed humps to town entrances
Traffic lights and signs in CBD

Carnarvon
Serviced erven
Housing
Appointments of Health Personnel
Ablution facilities hawkers
Bonteheuwel crèche
Public ablution facilities in town
Walking trail
Development of the nature reserve
Advertisement boards in town
Sport development for local people
Taxi rank
Upgrading water network
Commonage sites
Servicing of additional sites for residential use
More business sites in neighbourhoods
Kareeberg Festivals
Schietfontein development
Schietfontein access road
Mobile Police station, Bonteheuwel
Containers refuse residential areas
Access control waste site
Tar airstrip
Erection playground
Community development project (grant)
Temporary tourism centre
Wi-Fi hotspots (3)
Solar systems houses

Table 46: *Carnarvon Community Needs*

Vosburg
Grass and spray lights
Housing
Social Worker
Job creation
Pre-paid electricity point
Business sites
Solar energy-electricity and heating (solar geysers)
Additional commonage
Upgrading of sport facilities
Waste recycling
Women farming
Upgrading streets
Upgrading reservoir
Upgrading water network
Service erven
Playground

Table 47: *Vosburg Community Needs*

Vanwyksvlei
Crusher Projects
Land and erecting of Business Stalls in the CBD area
Jo-Jo Water Tanks (6000l) for harvesting rainwater at households
Health personnel at the clinic
Appointment of General Workers at Municipality
Speed bumps
Tarring of road between Carnarvon and Vanwyksvlei
Completion of clay structures/housing
Upgrading of sport facilities
Public ablution facilities in town
Job creation
Serviced sites/erven
Additional commonage
Paving of streets
Build/operate guesthouses
Tarring of road between Copperton/Vanwyksvlei
Playground
Additional office space for departments
Ambulance services

Table 48: *Vanwyksvlei Community Needs*



### 3.12 Sectoral Plans

Apart from the legislative requirement to compile IDPs, municipalities are also expected to compile sector plans, which should form part of the IDPs. There are national requirements that compel municipalities to formulate the following sector plans. Due to financial constraints, it was and is still not possible to develop and/or to regularly review the required sector plans. Below is a list of the main required sector plans and their current status with regards to the Municipality:

- ◆ Water Services Development Plan (WSDP): Compiled in 2009 (Outdated)
- ◆ Integrated Waste Management Plan (IWMP): Compiled in 2013 (Outdated)
- ◆ Spatial Development Framework (SDF): Compiled in 2012 (Outdated)
- ◆ Disaster Management Plan: Not compiled
- ◆ Integrated Transport Plan (ITP): Compiled in 2012 (Outdated)
- ◆ Capital Investment Framework (CIF): Not compiled
- ◆ Integrated Poverty Reduction and Gender Equity Programme: Not compiled
- ◆ Integrated Environmental Management Plan (IEMP): Not compiled
- ◆ Integrated Local Economic Development Strategy (LED): Compiled in 2007 (Outdated)
- ◆ Integrated HIV/Aids Programme: Not compiled
- ◆ Integrated Institutional Programme: Not compiled
- ◆ Routine Road Maintenance plan: Not compiled
- ◆ Draft Pavement Management System: Not compiled
- ◆ Housing Sector Plan / Human Settlement Plan: Not compiled
- ◆ Integrated energy plans: Not compiled
- ◆ Comprehensive Infrastructure Plan: Integrated infrastructure planning and compliance with guiding principles of the National Environmental Management Act (NEMA): Not compiled

All these legislative requirements are aimed at ensuring that clear, workable and integrated plans are in place. The sole purpose is to achieve meaningful development and improvement of the living conditions of citizens. Certain legislation would require the Municipality to either review or amend some of the 'outdated' plans. In this regard, specific reference is made to the requirement in terms of Section 5 of the Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013) (SPLUMA) that a Council must approve a Municipal Spatial Development Framework in terms of the Local Government Municipal Systems Act, 2000 (Act 32 of 2000) as part of the Municipality's adopted Integrated Development Plan. As mentioned above, due to serious financial constraints, the municipality is currently not in a position to develop and/or review any of these plans.

## CHAPTER 4: DEVELOPMENT STRATEGIES

## 4.1 Strategic Vision of the Municipality

The strategic vision of the Municipality is built around the strategic objectives. A clear linkage between these objectives, the IDP, the budget, all budgetary documentation, as well as performance tools are maintained throughout:

Municipal Strategic Objective	Desired Outcome/s
Compliance with the principles of good governance	<ul style="list-style-type: none"> <li>Enhanced monitoring of performance</li> <li>Compliance with applicable laws and regulations</li> </ul>
Deliver basic services with available resources	<ul style="list-style-type: none"> <li>Delivery of basic services</li> <li>Infrastructure development and maintenance</li> </ul>
Create integrated human settlements (Depending on receipt of allocations from Provincial Government)	<ul style="list-style-type: none"> <li>Implement housing projects according to the agreed programmes</li> <li>Upgrading of informal housing</li> </ul>
Enhance community participation	<ul style="list-style-type: none"> <li>Functional Ward Committees</li> <li>Enhanced external communication</li> <li>Enhanced community participation</li> </ul>
Promote economic development, tourism and growth opportunities	<ul style="list-style-type: none"> <li>Enhanced economic environment for investors</li> <li>Labour intensive projects</li> <li>Enhanced job creation</li> </ul>
Sound administrative and financial service to achieve and maintain sustainability and viability	<ul style="list-style-type: none"> <li>Unqualified audit opinion</li> <li>Improved revenue generation</li> <li>Compliance with applicable laws and regulations</li> </ul>

Table 49: Strategic Vision of the Municipality

## 4.2 National, Provincial and Municipality's Strategic Alignment

The table below indicates the Municipality's alignment with national government:

National KPA	Municipal Strategic Objective	NDP Outcome
Basic Service Delivery	<ul style="list-style-type: none"> <li>Deliver basic services with available resources</li> <li>Create integrated human settlements</li> </ul>	<ul style="list-style-type: none"> <li>Chapter 8: Transforming human settlements</li> <li>Chapter 10: Health care for all</li> <li>Chapter 11: Social protection</li> <li>Chapter 12: Building safer communities</li> </ul>
Good Governance and Public Participation	<ul style="list-style-type: none"> <li>Compliance with the principles of good governance</li> <li>Enhance community participation</li> </ul>	<ul style="list-style-type: none"> <li>Chapter 13: Building a capable and developmental state</li> <li>Chapter 14: Fighting corruption</li> <li>Chapter 15: Nation building and social cohesion</li> </ul>
Local Economic Development	Promote economic development, tourism and growth opportunities	<ul style="list-style-type: none"> <li>Chapter 4: Economic infrastructure</li> <li>Chapter 5: Environmental sustainability and resilience</li> <li>Chapter 3: Economy and employment</li> <li>Chapter 6: Inclusive rural economy</li> <li>Chapter 9: Improving education, training and innovation</li> </ul>
Municipal Financial Viability and Management	Sound administrative and financial service to achieve and maintain sustainability and viability	<ul style="list-style-type: none"> <li>Chapter 13: Building a capable and developmental state</li> </ul>
Municipal Transformation and	Sound administrative and financial service to achieve and maintain sustainability and viability	<ul style="list-style-type: none"> <li>Chapter 9: Improving education, training and innovation</li> </ul>

National KPA	Municipal Strategic Objective	NDP Outcome
Institutional Development		<ul style="list-style-type: none"> <li>Chapter 13: Building a capable and developmental state</li> <li>Chapter 14: Fighting corruption</li> </ul>

Table 50: *National, Provincial and Municipality's Strategic Alignment*

### 4.3 Municipal Development Strategy per Function

#### 4.3.1 Executive and Council

Strategic objective	<ul style="list-style-type: none"> <li>Compliance with the principles of good governance</li> <li>Enhance community participation</li> </ul>					
Action	Responsible Department	Key Performance Indicator	Targets			
			2018/19	2019/20	2020/21	2021/22
Hold quarterly Ward Committee Meetings	Corporate Services	Hold quarterly Ward Committee Meetings	16	16	16	16
Council meets people quarterly	Corporate Services	Council meets people	1	1	1	1

Table 51: *Municipal Development Strategy per Function: Executive and Council*

#### 4.3.2 Finance and Administration

Strategic objective	<ul style="list-style-type: none"> <li>Sound administrative and financial service to achieve and maintain sustainability and viability</li> <li>Compliance with the principles of good governance</li> </ul>					
Action	Responsible Department	Key Performance Indicator	Targets			
			2018/19	2019/20	2020/21	2021/22
Submit the Draft Annual Report to Council by 31 January	Corporate Services	Submit the Draft Annual Report to Council by 31 January	1	1	1	1
The percentage of the municipal capital budget actually spent on capital projects by 30 June	Financial Services	The percentage of the municipal capital budget actually spent on capital projects by 30 June	90%	90%	90%	90%
Financial viability measured in terms of the municipality's ability to meet it's service debt obligations as at 30 June	Financial Services	Financial viability measured in terms of the municipality's ability to meet it's service debt obligations as at 30 June Operating Conditional Grant)	45%	45%	45%	45%
Financial viability measured in terms of the outstanding service debtors as at 30 June	Financial Services	Financial viability measured in terms of the outstanding service debtors as at 30 June	10.50%	10.50%	10.50%	10.50%
Financial viability measured in terms	Financial Services	Financial viability measured in terms of	3	3	3	3

Strategic objective	◆ Sound administrative and financial service to achieve and maintain sustainability and viability ◆ Compliance with the principles of good governance					
Action	Responsible Department	Key Performance Indicator	Targets			
			2018/19	2019/20	2020/21	2021/22
of the available cash to cover fixed operating expenditure as at 30 June		the available cash to cover fixed operating expenditure as at 30 June				
Submit the annual financial statements for to AGSA by 31 August	Financial Services	Submit the annual financial statements to AGSA by 31 August	1	1	1	1
Submit the draft main budget to Council by 31 March	Financial Services	Submit the draft main budget to Council by 31 March	1	1	1	1
Achieve a debtor payment percentage of 55% by 30 June	Financial Services	Achieve a debtor payment percentage of 55% by 30 June	55%	55%	55%	55%
The number of people from employment equity target groups employed (to be appointed) in the three highest levels of management in compliance with the equity plan as at 30 June	Corporate Services	The number of people from employment equity target groups employed (to be appointed) in the three highest levels of management in compliance with the equity plan as at 30 June	1	1	1	1
The percentage of the municipality's personnel budget actually spent on implementing its workplace skills plan by 30 June	Corporate Services	The percentage of the municipality's personnel budget actually spent on implementing its workplace skills plan by 30 June	0.05%	0.05%	0.05%	0.05%
Limit the vacancy rate to less than 10% of budgeted posts by 30 June	Corporate Services	Limit the vacancy rate to less than 10% of budgeted posts by 30 June	10%	10%	10%	10%
Compile an action plan for the development of the skills of personnel and submit to council by 30 September 2018	Corporate Services	Compile an action plan for the development of the skills of personnel and submit to council by 30 September 2018	1	n/a	n/a	n/a
Submit the Work Skills Plan to Local	Corporate Services	Submit the Work Skills Plan to Local	1	1	1	1

Strategic objective	♦ Sound administrative and financial service to achieve and maintain sustainability and viability ♦ Compliance with the principles of good governance					
Action	Responsible Department	Key Performance Indicator	Targets			
			2018/19	2019/20	2020/21	2021/22
Government SETA by 30 April		Government SETA by 30 April				
Complete a needs analysis for office accommodation and submit to Council by 30 September 2018	Corporate Services	Complete a needs analysis for office accommodation and submit to Council by 30 September 2018	1	n/a	n/a	n/a
Compile a year plan for council by 31 December	Corporate Services	Compile a year plan for council by 31 December	1	1	1	1
Compile performance plans for all managers that report to snr managers by 30 September	Corporate Services	Compile performance plans for all managers that report to snr managers by 30 September	100%	100%	100%	100%
Compile performance plans for all personnel that report to managers	Corporate Services	Compile performance plans for all personnel that report to managers	n/a	100%	100%	100%
Develop a revenue strategy and submit to council by 30 September 2018	Financial Services	Develop a revenue strategy and submit to council by 30 September 2018	1	n/a	n/a	n/a
Develop a maintenance plan for all municipal assets that include quarterly, monthly and weekly actions for all municipal assets and submit to MM by 31 March for sign-off	Operational Services	Develop a maintenance plan for all municipal assets that include quarterly, monthly and weekly actions for all municipal assets and submit to MM by 31 March for sign-off	1	n/a	n/a	n/a
Develop a maintenance plan for all towns that include quarterly, monthly and weekly actions and submit to MM by 31 March for sign-off	Operational Services	Develop a maintenance plan for all towns that include quarterly, monthly and weekly actions and submit to MM by 31 March for sign-off	1	n/a	n/a	n/a
Review the delegations by 30 September 2018	Corporate Services	Review the delegations by 30 September 2018	1	n/a	n/a	n/a

Strategic objective	♦ Sound administrative and financial service to achieve and maintain sustainability and viability ♦ Compliance with the principles of good governance					
Action	Responsible Department	Key Performance Indicator	Targets			
			2018/19	2019/20	2020/21	2021/22
Review the roles and responsibilities by 30 September 2018	Corporate Services	Review the roles and responsibilities by 30 September 2018	1	n/a	n/a	n/a
Distribute the external newspaper "Korbeeltjie" quarterly	Corporate Services	Distribute the external newspaper "Korbeeltjie" quarterly	1	1	1	1
Revise the Communication Strategy and submit to Council by 31 December 2018	Corporate Services	Revise the Communication Strategy and submit to Council by 31 December 2018	1	n/a	n/a	n/a

Table 52: Municipal Development Strategy per Function: Finance and Administration

## 4.3.3 Internal Audit

Strategic objective	♦ Compliance with the principles of good governance					
Action	Responsible Department	Key Performance Indicator	Targets			
			2018/19	2019/20	2020/21	2021/22
Compile and submit the Risk Based Audit Plan (RBAP) to the Audit committee by 30 June	Office of the Municipal Manager	Compile and submit the Risk Based Audit Plan (RBAP) to the Audit committee by 30 June	1	1	1	1

Table 53: Municipal Development Strategy per Function: Internal Audit

## 4.3.4 Community and Social Services

Strategic objective	♦ Deliver basic services with available resources					
Action	Responsible Department	Key Performance Indicator	Targets			
			2018/19	2019/20	2020/21	2021/22
Spend 90% of the library grant by 30 June	Corporate Services	Spend 90% of the library grant by 30 June	90%	90%	90%	90%
Revive the Disaster Management Committee with all internal and external stakeholders by 30 September 2018	Operational Services	Revive the Disaster Management Committee with all internal and external stakeholders by 30 September 2018	1	n/a	n/a	n/a
Facilitate the meetings of the Disaster	Operational Services	Facilitate the meetings of the Disaster Management Committee	4	4	4	4

Strategic objective	♦ Deliver basic services with available resources					
Action	Responsible Department	Key Performance Indicator	Targets			
			2018/19	2019/20	2020/21	2021/22
Management Committee						
Develop disaster contingency plans by for fires, storms, water and dam safety by 31 December 2018	Operational Services	Develop disaster contingency plans by for fires, storms, water and dam safety by 31 December 2018	4	n/a	n/a	n/a
Establishing a Commonage Committee in terms of the Municipal Commonage Policy by 31 December 2018	Operational Services	Establishing a Commonage Committee in terms of the Municipal Commonage Policy by 31 December 2018	1	n/a	n/a	n/a
Facilitate the meetings of the Commonage Committee	Operational Services	Facilitate the meetings of the Commonage Committee	3	4	4	4
Review the Commonage Policy especially with regard to the composition of the Commonage Committee and submit to council by 30 September 2018	Operational Services	Review the Commonage Policy especially with regard to the composition of the Commonage Committee and submit to council by 30 September 2018	1	n/a	n/a	n/a
Development an action plan for all the different special programmes within the municipality area and submit to council by 30 September	Corporate Services	Development an action plan for all the different special programmes within the municipality area and submit to council by 30 September	1	1	1	1
Report to council on the implementation of the action plan of all the different special programmes within the municipality area	Corporate Services	Report to council on the implementation of the action plan of all the different special programmes within the municipality area	3	3	3	3

Table 54: Municipal Development Strategy per Function: Community and social services



## 4.3.5 Sport and Recreation

Strategic objective	♦ Deliver basic services with available resources					
Action	Responsible Department	Key Performance Indicator	Targets			
			2018/19	2019/20	2020/21	2021/22
60% of the sport and recreation maintenance budget spent by 30 June	Operational Services	60% of the sport and recreation maintenance budget spent by 30 June	60%	60%	60%	60%
Establishment of Sport Committees per town by 30 September 2018	Operational Services	Establishment of Sport Committees per town by 30 September 2018	3	n/a	n/a	n/a

Table 55: Municipal Development Strategy per Function: Sport and Recreation

## 4.3.6 Planning and Development

Strategic objective	♦ Compliance with the principles of good governance ♦ Promote economic development, tourism and growth opportunities					
Action	Responsible Department	Key Performance Indicator	Targets			
			2018/19	2019/20	2020/21	2021/22
Submit the Draft IDP to Council by 31 March	Corporate Services	Submit the Draft IDP to Council by 31 March	1	1	1	1
Create temporary jobs opportunities in terms of EPWP by 30 June	Operational Services	Create temporary jobs opportunities in terms of EPWP by 30 June	30	30	30	30
Revise the LED strategy that includes an implementation plan and submit to council by 3 June 2019	Corporate Services	Revise the LED strategy that includes an implementation plan and submit to council by 3 June 2019	1	n/a	n/a	n/a
Investigate the possibility of private investment for the management of the nature garden and submit report with recommendations to council by 31 December 18	Corporate Services	Investigate the possibility of private investment for the management of the nature garden and submit report with recommendations to council by 31 December 18	1	n/a	n/a	n/a
Investigate the options for the management of the caravan park and submit report with recommendations	Corporate Services	Investigate the options for the management of the caravan park and submit report with recommendations to council by 31 December 18	1	n/a	n/a	n/a

Strategic objective	<ul style="list-style-type: none"> <li>Compliance with the principles of good governance</li> <li>Promote economic development, tourism and growth opportunities</li> </ul>					
Action	Responsible Department	Key Performance Indicator	Targets			
			2018/19	2019/20	2020/21	2021/22
to council by 31 December 18						

Table 56: *Municipal Development Strategy per Function: Planning and Development*

## 4.3.7 Road Transport

Strategic objective	Deliver basic services with available resources					
Action	Responsible Department	Key Performance Indicator	Targets			
			2018/19	2019/20	2020/21	2021/22
60% of the roads and stormwater maintenance budget spent by 30 June	Operational Services	60% of the roads and stormwater maintenance budget spent by 30 June	60%	60%	60%	60%
90% spent of the total amount budgeted to upgrade streets in Bonteheuwel by 30 June	Operational Services	90% spent of the total amount budgeted to upgrade streets in Bonteheuwel by 30 June	90%	90%	90%	90%
90% spent of the total amount budgeted to upgrade streets in Vanwyksvlei by 30 June	Operational Services	90% spent of the total amount budgeted to upgrade streets in Vanwyksvlei by 30 June	90%	90%	90%	90%

Table 57: *Municipal Development Strategy per Function: Road Transport*

## 4.3.8 Electricity

Strategic objective	Deliver basic services with available resources					
Action	Responsible Department	Key Performance Indicator	Targets			
			2018/19	2019/20	2020/21	2021/22
Limit % electricity unaccounted for to 20% by 30 June	Operational Services	Limit % electricity unaccounted for to 20% by 30 June	20%	20%	20%	20%
60% of the electricity maintenance budget spent by 30 June	Operational Services	60% of the electricity maintenance budget spent by 30 June	60%	60%	60%	60%
90% spent of the total amount budgeted to upgrade the electricity network in Klokkiesdorp by 30 June 2019	Operational Services	90% spent of the total amount budgeted to upgrade the electricity network in Klokkiesdorp by 30 June 2019	90%	n/a	n/a	n/a
Number of formal residential	Financial Services	Number of formal residential properties	1 135	1 135	1 135	1 135

Strategic objective	♦ Deliver basic services with available resources					
Action	Responsible Department	Key Performance Indicator	Targets			
			2018/19	2019/20	2020/21	2021/22
properties connected to the municipal electrical infrastructure network (credit and prepaid electrical metering)(Excluding Eskom areas) and billed for the service as at 30 June		connected to the municipal electrical infrastructure network (credit and prepaid electrical metering)(Excluding Eskom areas) and billed for the service as at 30 June				
Provide free basic electricity to indigent households as at 30 June	Financial Services	Provide free basic electricity to indigent households as at 30 June	1 150	1 150	1 150	1 150
90% spent of the total amount budgeted to upgrade the electricity network in Carnarvon by 30 June	Operational Services	90% spent of the total amount budgeted to upgrade the electricity network in Carnarvon by 30 June	90%	90%	n/a	n/a

Table 58: *Municipal Development Strategy per Function: Electricity*

## 4.3.9 Water Management

Strategic objective	♦ Deliver basic services with available resources					
Action	Responsible Department	Key Performance Indicator	Targets			
			2018/19	2019/20	2020/21	2021/22
Limit % water unaccounted for to 25% by 30 June	Operational Services	Limit % water unaccounted for to 25% by 30 June	25%	25%	25%	25%
60% of the water maintenance budget spent by 30 June	Operational Services	60% of the water maintenance budget spent by 30 June	60%	60%	60%	60%
90% spent of the total amount budgeted to install bulk water supply from Saaipoort to Vanwyksvlei by 30 June	Operational Services	90% spent of the total amount budgeted to install bulk water supply from Saaipoort to Vanwyksvlei by 30 June	90%	90%	90%	90%
90% spent of the total amount budgeted to upgrade the water network in Vosburg by 30 June 2019	Operational Services	90% spent of the total amount budgeted to upgrade the water network in Vosburg by 30 June 2019	90%	n/a	n/a	n/a
90% spent of the total amount	Operational Services	90% spent of the total amount budgeted for	90%	n/a	n/a	n/a

Strategic objective	♦ Deliver basic services with available resources					
Action	Responsible Department	Key Performance Indicator	Targets			
			2018/19	2019/20	2020/21	2021/22
budgeted for water connections in Bonteheuwel by 30 June 2019		water connections in Bonteheuwel by 30 June 2019				
90% spent of the total amount budgeted for the drilling of boreholes by 30 June	Operational Services	90% spent of the total amount budgeted for the drilling of boreholes by 30 June	90%	90%	90%	90%
Number of formal residential properties that receive piped water (credit) that is connected to the municipal water infrastructure network and billed for the service as at 30 June	Financial Services	Number of formal residential properties that receive piped water (credit) that is connected to the municipal water infrastructure network and billed for the service as at 30 June	1 950	1 950	1 950	1 950
Provide free basic water to indigent households as at 30 June	Financial Services	Provide free basic water to indigent households as at 30 June	1 200	1 200	1 200	1 200
90% of water samples taken comply with SANS241 micro biological indicators	Operational Services	90% of water samples taken comply with SANS241 micro biological indicators	90%	90%	90%	90%
Develop a maintenance plan for dams that include quarterly, monthly and weekly actions and submit to MM by 30 September for sign-off	Operational Services	Develop a maintenance plan for dams that include quarterly, monthly and weekly actions and submit to MM by 30 September for sign-off	1	1	1	1

Table 59: Municipal Development Strategy per Function: Water Management

## 4.3.10 Waste Water Management

Strategic objective	♦ Deliver basic services with available resources					
Action	Responsible Department	Key Performance Indicator	Targets			
			2018/19	2019/20	2020/21	2021/22
60% of the sewerage maintenance	Operational Services	60% of the sewerage maintenance budget spent by 30 June	60%	60%	60%	60%

Strategic objective	♦ Deliver basic services with available resources					
Action	Responsible Department	Key Performance Indicator	Targets			
			2018/19	2019/20	2020/21	2021/22
budget spent by 30 June						
Number of formal residential properties connected to the municipal waste water sanitation/sewerage network for sewerage service, irrespective of the number of water closets (toilets) and billed for the service as at 30 June	Financial Services	Number of formal residential properties connected to the municipal waste water sanitation/sewerage network for sewerage service, irrespective of the number of water closets (toilets) and billed for the service as at 30 June	750	750	750	750
Provide free basic sanitation to indigent households as at 30 June	Financial Services	Provide free basic sanitation to indigent households as at 30 June	962	962	962	962

Table 60: *Municipal Development Strategy per Function: Waste Water Management*

## 4.3.11 Waste Management

Strategic objective	♦ Deliver basic services with available resources					
Action	Responsible Department	Key Performance Indicator	Targets			
			2018/19	2019/20	2020/21	2021/22
Number of formal residential properties for which refuse is removed once per week and billed for the service as at 30 June 2018	Financial Services	Number of formal residential properties for which refuse is removed once per week and billed for the service as at 30 June 2018	1 950	1 950	1 950	1 950
Provide free basic refuse removal to indigent households as at 30 June 2018	Financial Services	Provide free basic refuse removal to indigent households as at 30 June 2018	1 200	1 200	1 200	1 200
Submit an application to MIG for the landfill site project by 30 September 2018	Operational Services	Submit an application to MIG for the landfill site project by 30 September 2018	1	n/a	n/a	n/a

Table 61: *Municipal Development Strategy per Function: Waste Management*

## CHAPTER 5: 5 YEAR CORPORATE SCORECARD: DEVELOPMENT AND SERVICE DELIVERY PRIORITIES

Based on the development strategies included in Chapter 4 the table below includes the Corporate Scorecard for the next remaining 4 years of the IDP period which is aligned with the budget and will be implemented and monitored in terms of the annual Top Layer SDBIP:

Strategic objective	Function	Key Performance Indicator	Unit of measurement	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22
Compliance with the principles of good governance	Planning and Development	Submit the Draft IDP to Council by 31 March	Draft IDP submitted to Council by 31 March	1	1	1	1
Compliance with the principles of good governance	Executive and Council	Quarterly ward com meetings for all 4 wards	Number of meetings	4	4	4	4
Compliance with the principles of good governance	Executive and Council	Council meets people	Number of meetings	1	1	1	1
Compliance with the principles of good governance	Finance and Administration	Distribute external newspaper "Korbeeltjie" quarterly	Number of external newsletters distributed	4	4	4	4
Compliance with the principles of good governance	Finance and Administration	Revise the Communication Strategy and submit to council by 31 December 2018	Revised Communication Strategy submitted to Council by 31 December 2018	1	n/a	n/a	n/a
Compliance with the principles of good governance	Finance and Administration	Compile a year plan for council by 31 December	Plan compiled and approved by 31 December	1	1	1	1
Compliance with the principles of good governance	Internal Audit	Compile and submit the Risk Based Audit Plan (RBAP) to the Audit committee by 30 June	Risk Based Audit Plan (RBAP) submitted to the Audit committee by 30 June	1	1	1	1
Compliance with the principles of good governance	Finance and Administration	Review the delegations by 30 September 2018	Delegations reviewed by 30 September 2018	1	n/a	n/a	n/a
Compliance with the principles of	Finance and Administration	Review the roles and responsibilities	Roles and responsibilities	1	n/a	n/a	n/a

Strategic objective	Function	Key Performance Indicator	Unit of measurement	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22
good governance		by 30 September 2018	reviewed by September 2018				
Deliver basic services with available resources	Community and Social Services	Spend 90% of the library grant by 30 June ((Actual expenditure divided by the approved budget)x100)	% of the library grant spent by 30 June ((Actual expenditure divided by the approved budget)x100)	90%	90%	90%	90%
Deliver basic services with available resources	Waste Water Management	Number of formal residential properties connected to the municipal waste water sanitation/sewerage network for sewerage service, irrespective of the number of water closets (toilets) and billed for the service as at 30 June 2018	Number of residential properties which are billed for sewerage	750	750	750	750
Deliver basic services with available resources	Electricity	Number of formal residential properties connected to the municipal electrical infrastructure network (credit and prepaid electrical metering)(Excluding Eskom areas) and billed for the service as at 30 June	Number of residential properties which are billed for electricity or have pre paid meters (Excluding Eskom areas) as at 30 June	1135	1135	1135	1135
Deliver basic services with available resources	Waste Management	Number of formal residential properties for which refuse is removed once per week and billed for the service as at 30 June	Number of residential properties which are billed for refuse removal	1950	1950	1950	1950
Deliver basic services with available resources	Water Management	Provide free basic water to indigent households as at 30 June	Number of indigent households receiving free basic water	1200	1200	1200	1200
Deliver basic services with available resources	Waste Water Management	Provide free basic sanitation to indigent households as at 30 June	Number of indigent households receiving free basic sanitation services	962	962	962	962
Deliver basic services with	Electricity	Provide free basic electricity to	Number of indigent	1150	1150	1150	1150



Strategic objective	Function	Key Performance Indicator	Unit of measurement	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22
available resources		indigent households as at 30 June	households receiving free basic electricity				
Deliver basic services with available resources	Waste Management	Provide free basic refuse removal to indigent households as at 30 June 2018	Number of indigent households receiving free basic refuse removal services	1200	1200	1200	1200
Deliver basic services with available resources	All	The percentage of the municipal capital budget actually spent on capital projects by 30 June [(Amount actually spent on capital projects/ Amount budgeted for capital projects)x100]	% of capital budget spent on capital projects by 30 June	90%	90%	90%	90%
Deliver basic services with available resources	Electricity	Limit % electricity unaccounted for to 20% by 30 June [(Number of Electricity Units Purchased - Number of Electricity Units Sold) / Number of Electricity Units Purchased ) × 100]	% Electricity unaccounted for (Number of Electricity Units Purchased - Number of Electricity Units Sold) / Number of Electricity Units Purchased ) × 100	20%	20%	20%	20%
Deliver basic services with available resources	Water Management	Limit % water unaccounted for to 25% by 30 June [(Number of Kilolitres Water Purchased or Purified or extracted - Number of Kilolitres Water Sold) / (Number of Kilolitres Water Purchased or Purified or extracted) x 100]	% Water unaccounted for (Number of Kilolitres Water Purchased or Purified or extracted - Number of Kilolitres Water Sold) / (Number of Kilolitres Water Purchased or Purified or extracted) x 100	25%	25%	25%	25%
Deliver basic services with available resources	Electricity	60% of the electricity maintenance budget spent by 30 June {(Actual expenditure on maintenance divided by the total approved	% of the electricity maintenance budget spent by 30 June {(Actual expenditure on maintenance divided by the total approved maintenance budget)x100}	60%	60%	60%	60%

Strategic objective	Function	Key Performance Indicator	Unit of measurement	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22
		maintenance budget)x100}					
Deliver basic services with available resources	Road Transport	60% of the roads and stormwater maintenance budget spent by 30 June {(Actual expenditure on maintenance divided by the total approved maintenance budget)x100}	% of the roads and stormwater maintenance budget spent by 30 June {(Actual expenditure on maintenance divided by the total approved maintenance budget)x100}	60%	60%	60%	60%
Deliver basic services with available resources	Waste Water Management	60% of the sewerage maintenance budget spent by 30 June {(Actual expenditure on maintenance divided by the total approved maintenance budget)x100}	% of the sewerage maintenance budget spent by 30 June {(Actual expenditure on maintenance divided by the total approved maintenance budget)x100}	60%	60%	60%	60%
Deliver basic services with available resources	Water Management	60% of the water maintenance budget spent by 30 June {(Actual expenditure on maintenance divided by the total approved maintenance budget)x100}	% of the water maintenance budget spent by 30 June {(Actual expenditure on maintenance divided by the total approved maintenance budget)x100}	60%	60%	60%	60%
Deliver basic services with available resources	Sport and Recreation	60% of the sport and recreation maintenance budget spent by 30 June{(Actual expenditure on maintenance divided by the total approved maintenance budget)x100}	% of the sport and recreation maintenance budget spent by 30 June {(Actual expenditure on maintenance divided by the total approved maintenance budget)x100}	60%	60%	60%	60%
Deliver basic services with available resources	Water Management	90% of water samples taken comply with SANS241 micro biological indicators {(Number of water samples that comply with SANS241 indicators/Number of water samples tested)x100}	% of water samples compliant	90%	90%	90%	90%

Strategic objective	Function	Key Performance Indicator	Unit of measurement	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22
Deliver basic services with available resources	Community and Social Services	Revive the Disaster Management Committee with all internal and external stakeholders by 30 September 2018	Disaster Management Committee revived by 30 September 2018	1	n/a	n/a	n/a
Deliver basic services with available resources	Community and Social Services	Facilitate the meetings of the disaster Management committee	Number of meetings	4	4	4	4
Deliver basic services with available resources	Community and Social Services	Develop Disaster Contingency plans for fires, storms, water and dam safety and submit to Council by 31 December 2018	Number of contingency plans developed and submitted to council by 31 December 2018	4	n/a	n/a	n/a
Deliver basic services with available resources	Community and Social Services	Establishing a Commonage Committee in terms of the Municipal Commonage Policy by 31 December 2018	Commonage Committee established by 31 December 2018	1	n/a	n/a	n/a
Deliver basic services with available resources	Community and Social Services	Facilitate the meetings of the Commonage Committee	Number of meetings	4	4	4	4
Deliver basic services with available resources	Community and Social Services	Review the Commonage Policy especially with regard to the composition of the Commonage Committee and submit to council by 30 September 2018	Commonage policy reviewed and submitted to council by 30 September 2018	2	n/a	n/a	n/a
Deliver basic services with available resources	Waste Management	Submit an application to MIG for the landfill site project by 30 September 2018	Application submitted to MIG by 30 September 2018	1	n/a	n/a	n/a
Deliver basic services with available resources	Water Management	Develop a maintenance plan for dams that include quarterly, monthly and weekly actions and submit to MM by 30 September for sign-off	Maintenance plan develop and submitted to MM by 30 September	1	1	1	1

Strategic objective	Function	Key Performance Indicator	Unit of measurement	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22
Deliver basic services with available resources	Sport and Recreation	Establishment of Sport Committees per town by 30 September 2018	Number of Sport Committees established by 30 September 2018	3	3	3	3
Deliver basic services with available resources	Community and Social Services	Development an action plan for all the different special programmes within the municipality area and submit to council by 30 September	Action plan developed and submitted by 30 September	1	1	1	1
Deliver basic services with available resources	Community and Social Services	Report to council on the implementation of the action plan of all the different special programmes within the municipality area	Number of reports submitted to council	4	4	4	4
Deliver basic services with available resources	Water Management	90% spent of the total amount budgeted to install bulk water supply from Saaipoort to Vanwyksvlei by 30 June {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	90%	90%	90%	90%
Deliver basic services with available resources	Water Management	90% spent of the total amount budgeted to upgrade the water network in Vosburg by 30 June {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	90%	90%	n/a	n/a
Deliver basic services with available resources	Water Management	90% spent of the total amount budgeted for water connections in Bonteheuwel by 30 June 2019 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	90%	n/a	n/a	n/a
Deliver basic services with available resources	Water Management	90% spent of the total amount budgeted for the drilling of boreholes by 30 June 2019	% of budget spent {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	90%	90%	90%	90%

Strategic objective	Function	Key Performance Indicator	Unit of measurement	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22
		{{(Total actual expenditure for the project/Total amount budgeted for the project)x100}}	for the project)x100}				
Deliver basic services with available resources	Electricity	90% spent of the total amount budgeted to upgrade the electricity network in Klokkesdorp by 30 June 2019 {{(Total actual expenditure for the project/Total amount budgeted for the project)x100}}	% of budget spent {{(Total actual expenditure for the project/Total amount budgeted for the project)x100}}	90%	n/a	n/a	n/a
Deliver basic services with available resources	Road Transport	90% spent of the total amount budgeted to upgrade streets in Bonteheuvel by 30 June {{(Total actual expenditure for the project/Total amount budgeted for the project)x100}}	% of budget spent {{(Total actual expenditure for the project/Total amount budgeted for the project)x100}}	90%	90%	90%	90%
Deliver basic services with available resources	Road Transport	90% spent of the total amount budgeted to upgrade streets in Vanwyksvlei by 30 June {{(Total actual expenditure for the project/Total amount budgeted for the project)x100}}	% of budget spent {{(Total actual expenditure for the project/Total amount budgeted for the project)x100}}	90%	90%	90%	90%
Promote economic development, tourism and growth opportunities	Planning and Development	Revise the LED strategy that includes an implementation plan and submit to council by 30 June 2019	Revised LED strategy that includes an implementation plan submitted to council by 30 June 2019	1	n/a	n/a	n/a
Promote economic development, tourism and growth opportunities	Planning and Development	Create temporary jobs opportunities in terms of EPWP by 30 June	Number of job opportunities created by 30 June	30	30	30	30
Promote economic development, tourism and growth opportunities	Planning and Development	Investigate the possibility of private investment for the management of the nature garden and submit report with	Report submitted by 31 December 2018	1	n/a	n/a	n/a

Strategic objective	Function	Key Performance Indicator	Unit of measurement	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22
		recommendations to council by 31 December 2018					
Promote economic development, tourism and growth opportunities	Planning and Development	Investigate the options for the management of the caravan park and submit report with recommendations to council by 31 December 2018	Report submitted by 31 December 2018	1	n/a	n/a	n/a
Sound administrative and financial service to achieve and maintain sustainability and viability	Finance and Administration	The number of people from employment equity target groups employed (to be appointed) in the three highest levels of management in compliance with the equity plan as at 30 June	Number of people employed (to be appointed)	1	1	1	1
Sound administrative and financial service to achieve and maintain sustainability and viability	Finance and Administration	The percentage of the municipality's personnel budget actually spent on implementing its workplace skills plan by 30 June [(Actual amount spent on training/total operational budget)x100]	% of the municipality's personnel budget on training by 30 June (Actual amount spent on training/total personnel budget)x100	0.05%	0.05%	0.05%	0.05%
Sound administrative and financial service to achieve and maintain sustainability and viability	Finance and Administration	Limit the vacancy rate to less than 10% of budgeted posts by 30 June ((Number of posts filled/Total number of budgeted posts)x100)	% vacancy rate of budgeted posts by 30 June (Number of posts filled/Total number of budgeted posts)x100	10%	10%	10%	10%
Sound administrative and financial service to achieve and maintain sustainability and viability	Finance and Administration	Submit the Draft Annual Report to Council by 31 January	Draft Annual Report submitted to Council by 31 January	1	1	1	1
Sound administrative and financial service to achieve and	Finance and Administration	Compile an action plan for the development of the skills of personnel and submit to	Action plan compiled and submitted to council by 30 September 2018	1	n/a	n/a	n/a

Strategic objective	Function	Key Performance Indicator	Unit of measurement	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22
maintain sustainability and viability		council by 30 September 2018					
Sound administrative and financial service to achieve and maintain sustainability and viability	Finance and Administration	Submit the Work Skills Plan to Local Government SETA by 30 April	Work Skills Plan submitted to LGSETA by 30 April	1	1	1	1
Sound administrative and financial service to achieve and maintain sustainability and viability	Finance and Administration	Complete a needs analysis for office accommodation and submit to Council by 30 September 2018	Needs analysis completed and submitted to council by 30 September 2018	1	n/a	n/a	n/a
Sound administrative and financial service to achieve and maintain sustainability and viability	Finance and Administration	Compile performance plans for all managers that report to snr managers by 30 September {(Number of managers with signed performance plans/total number of applicable managers)x100}	% of managers that report to snr managers with signed performance plans {(Number of managers with signed performance plans/total number of applicable managers)x100}	100%	100%	100%	100%
Sound administrative and financial service to achieve and maintain sustainability and viability	Finance and Administration	Compile performance plans for all personnel that report to managers {(Number of personnel that report to managers with signed performance plans/total number of applicable personnel)x100}	Number of managers that report to managers with signed performance plans {(Number of personnel that report to managers with signed performance plans/total number of applicable personnel)x100}	n/a	100%	100%	100%
Sound administrative and financial service to achieve and maintain sustainability and viability	Finance and Administration	Number of formal residential properties that receive piped water (credit) that is connected to the municipal water infrastructure network and billed for the service as at 30 June	Number of residential properties which are billed for water	1950	1950	1950	1950



Strategic objective	Function	Key Performance Indicator	Unit of measurement	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22
Sound administrative and financial service to achieve and maintain sustainability and viability	Finance and Administration	Financial viability measured in terms of the municipality's ability to meet it's service debt obligations as at 30 June ((Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Grant)	% debt coverage	45%	45%	45%	45%
Sound administrative and financial service to achieve and maintain sustainability and viability	Finance and Administration	Financial viability measured in terms of the outstanding service debtors as at 30 June ((Total outstanding service debtors/ revenue received for services)X100)	% of outstanding service debtors to revenue received for services	10.50%	10.50%	10.50%	10.50%
Sound administrative and financial service to achieve and maintain sustainability and viability	Finance and Administration	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))	Number of months it takes to cover fix operating expenditure with available cash	3	3	3	3
Sound administrative and financial service to achieve and maintain sustainability and viability	Finance and Administration	Submit the annual financial statements to AGSA by 31 August	Annual financial statements submitted to AGSA by 31 August	1	1	1	1

Strategic objective	Function	Key Performance Indicator	Unit of measurement	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22
Sound administrative and financial service to achieve and maintain sustainability and viability	Finance and Administration	Submit the draft main budget to Council by 31 March	Draft main budget submitted to Council by 31 March	1	1	1	1
Sound administrative and financial service to achieve and maintain sustainability and viability	Finance and Administration	Achieve a debtor payment percentage of 55% by 30 June $\{(Gross\ Debtors\ Opening\ Balance + Billed\ Revenue - Gross\ Debtors\ Closing\ Balance - Bad\ Debts\ Written\ Off)/Billed\ Revenue \times 100\}$	% debtor payment achieved	55%	55%	55%	55%
Sound administrative and financial service to achieve and maintain sustainability and viability	Finance and Administration	Develop a Revenue Strategy and submit to council by September 2018	Revenue Strategy submitted to council by Sep 2018	1	n/a	n/a	n/a
Sound administrative and financial service to achieve and maintain sustainability and viability	Finance and Administration	Develop a maintenance plan for all municipal assets that include quarterly, monthly and weekly actions for all municipal assets and submit to MM by 31 March for sign-off	Maintenance plan develop and submitted to MM by 31 March	1	1	1	1
Sound administrative and financial service to achieve and maintain sustainability and viability	Finance and Administration	Develop a maintenance plan for all towns that include quarterly, monthly and weekly actions and submit to MM by 31 March for sign-off	Maintenance plan develop and submitted to MM by 31 March	1	1	1	1

Table 62: 4 Year (Remainder of IDP period) Corporate Scorecard: Development and Service Delivery Priorities

## CHAPTER 6: SECTORAL CONTRIBUTIONS

Chapter 5 of the Municipal Systems Act (Act 32 of 2000) in particular provides instruction on cooperative governance, encouraging municipalities to develop their strategies in line with other organs of state so as to give effect to the five-year strategic plan. It goes further to inform that the IDP must link, integrate and coordinate development plans for the Municipality. Resources and capacity must align with the implementation of the plan, forming the foundation on which the annual budget is based. The plan must also be compatible with national development plans and planning requirements binding on the Municipality in terms of legislation. The IDP should therefore serve as a guideline for where sector departments allocate their resources at local government level. The Municipality should however also take into consideration the sector departments' policies and programmes when developing its own policies and strategies. For this reason is it in the interest of the sector departments to participate in municipal IDP/IDP review planning processes to ensure alignment between programmes.

Unfortunately at this stage no inputs were received from national and provincial sector departments although numerous requests were made.

## CHAPTER 7: FINANCIAL PLAN (WILL BE COMPLETED/AMENDED WITH THE FINAL SUBMISSION AT THE END OF MAY)

### 7.1 Capital Budget

#### 7.1.1 Capital Budget: Per Department, Division, Function and Ward

Department	Division	Project name	Ward	Strategic objective	Budget R'000					
					2018/19	%	2019/20	%	2020/21	%
Total										

Table 63: Capital budget: Per Department, Division, Function and Ward

#### 7.1.2 Capital Budget: Per Function

Description	Budget R'000		
	2018/19	2019/20	2020/21
Community and Social Services			
Electricity			
Environmental Protection			
Executive and Council			
Finance and Administration			
Health			
Housing			
Internal Audit			
Other			
Planning and Development			
Public Safety			
Road Transport			
Sport and Recreation			
Waste Management			
Waste Water Management			
Water Management			
Total capital expenditure			

Table 64: Capital Expenditure: per Function

## 7.1.3 Capital Budget: Sources of Funding

Budget (R'000)							
Funding Source	Description	2018/19	%	2019/20	%	2020/21	%
Grant	Municipal Infrastructure Grant						
Grant	INEP						
Grant	Water Services Infrastructure						
Own funds	Own funds						
Total							

Table 65: Funding for Capital Projects

## 7.2 Grants

## 7.2.1 Allocations in terms of the Division of Revenue Bill (DORA)

Budget (R'000)			
Grant	2018/19	2019/20	2020/21
Equitable share			
Finance Management Grant			
Municipal Infrastructure Grant			
Expended Public Works Programme			
INEP			
Water Services Infrastructure			
Regional Bulk Infrastructure			
Total			

Table 66: Allocations in terms of the Division of Revenue Bill (DORA)

## 7.3 Financial Framework

## 7.3.1 Operating Budget: Revenue and Expenditure

Description	Budget (R'000)		
	2018/19	2019/20	2020/21
Revenue			
Property rates			
Property rates - penalties and collection charges			
Service charges - electricity revenue			
Service charges - water revenue			
Service charges - sanitation revenue			
Service charges - refuse revenue			
Service charges - other			
Rentals of facilities and equipment			
Interest earned - external investments			

Description	Budget (R'000)		
	2018/19	2019/20	2020/21
Interest earned - outstanding debtors			
Dividends received			
Fines			
Licenses and permits			
Agency services			
Transfers recognised - operational			
Other revenue			
<b>Total revenue</b>			
<b>Expenditure</b>			
Executive and Council			
Finance and Administration			
Community and Social Services			
Sport and Recreation			
Public Safety			
Housing			
Road Transport			
Electricity			
Water Management			
Waste Water Management			
Waste Management			
Other			
<b>Total expenditure</b>			
<b>Surplus/deficit for the year</b>			

Table 67: *Operating Budget: Revenue and Expenditure*

## 7.4 Unfunded Projects

As mentioned earlier, some of the unfunded needs do not fall within the functions of the Municipality. The table below indicates the unfunded projects:

### 7.4.1 Unfunded Projects: Carnarvon

Reference Number	Project/Need	Responsible National/Provincial Department
7.4.1.1	High mast lights at the Graveyard site	Municipality
7.4.1.2	Land for Housing Projects	Municipality
7.4.1.3	Revitalise of Wailway	Transnet
7.4.1.4	Establishment of Local Tourism Council	Department of Tourism
7.4.1.5	MCOA development	Municipality
7.4.1.6	Fencing and ablution facilities at cemetery	Municipality
7.4.1.7	Tourism Centre	Department of Tourism
7.4.1.8	Community Hall	Municipality
7.4.1.9	Water problems	DWAF
7.4.1.10	Job creation	Municipality/Department of Public Works
7.4.1.11	Speed humps to town entrances	Municipality
7.4.1.12	Traffic lights and signs in CBD	Municipality
7.4.1.13	Serviced erven	COGHSTA
7.4.1.14	Housing	COGHSTA
7.4.1.15	Appointments of Health Personnel	Department Health
7.4.1.16	Ablution facilities hawkers	Municipality
7.4.1.17	Bonteheuvel crèche	Department Health
7.4.1.18	Public ablution facilities in town	Municipality
7.4.1.19	Embellishment of town entrances	Municipality
7.4.1.20	Walking trail	Department of Tourism
7.4.1.21	Development of the nature reserve	Municipality
7.4.1.22	Advertisement boards in town	Municipality
7.4.1.23	Sport development for local people	Department of Sport
7.4.1.24	Agave project	Municipality
7.4.1.25	Taxi rank	Municipality
7.4.1.26	Upgrading water network	DWAF
7.4.1.27	Commonage sites	Department of land Affairs
7.4.1.28	Fire brigade	Municipality/district municipality
7.4.1.29	Servicing of additional sites for residential use	Municipality
7.4.1.30	More business sites in neighbourhoods	Municipality
7.4.1.31	Kareeberg Festivals	Department of Tourism
7.4.1.32	Schietfontein development	Department of Public Works



Reference Number	Project/Need	Responsible National/Provincial Department
7.4.1.33	Schietfontein access road	Department of Public Works
7.4.1.34	Mobile Police station, Bonteheuwel	SAPD
7.4.1.35	Containers refuse residential areas	Municipality
7.4.1.36	Access control waste site	Municipality
7.4.1.37	Tar airstrip	SKA/Municipality
7.4.1.38	Erection playground	SKA
7.4.1.39	Community development project (grant)	SKA
7.4.1.40	Erection 110 houses	SKA
7.4.1.41	Temporary tourism centre	SKA
7.4.1.42	Wi-Fi hotspots (3)	SKA
7.4.1.43	Solar system houses	Department of Energy

Table 68: *Unfunded Projects: Carnarvon*7.4.2 *Unfunded Projects: Vosburg*

Reference Number	Project/Need	Responsible National/Provincial Department
7.4.2.1	Grass and spray lights	Municipality
7.4.2.2	Housing	COGHSTA
7.4.2.3	Social Worker	Department of Social Services
7.4.2.4	Job creation	Municipality
7.4.2.5	Pre-paid electricity point	Municipality
7.4.2.6	Business sites	Municipality
7.4.2.7	Solar energy-electricity and heating (solar geysers)	Department of Energy
7.4.2.8	Additional commonage	Department of land Affairs
7.4.2.9	Upgrading of sport facilities	Municipality
7.4.2.10	Waste recycling	Municipality
7.4.2.11	Women farming	Department of land Affairs
7.4.2.12	Upgrading streets	Municipality
7.4.2.13	Upgrading reservoir	Department of Water Affairs and Forestry
7.4.2.14	Upgrading water network	Department of Water Affairs and Forestry
7.4.2.15	Service erven	COGHSTA
7.4.2.16	Playground	Municipality

Table 69: *Unfunded Projects: Vosburg*7.4.3 *Unfunded Projects: Vanwyksvlei*

Reference Number	Project/Need	Responsible National/Provincial Department
7.4.3.1	Crusher Projects	Municipality
7.4.3.2	Land and erecting of Business Stalls in the CBD area	Municipality

Reference Number	Project/Need	Responsible National/Provincial Department
7.4.3.3	Jo-Jo Water Tanks (6000L) for harvesting rainwater at households	Municipality
7.4.3.4	Health personnel at the clinic	Department of Health
7.4.3.5	Appointment of General Workers at Municipality	Municipality
7.4.3.6	Speed bumps	Municipality
7.4.3.7	Tarring of road between Carnarvon and Vanwyksvlei	Department of Public Works
7.4.3.8	Completion of clay structures/housing	COGSTA
7.4.3.9	Upgrading of sport facilities	Municipality
7.4.3.10	Public ablution facilities in town	Municipality
7.4.3.11	Job creation	Municipality/Department of Public Works
7.4.3.12	Serviced sites/erven	COGHSTA
7.4.3.13	Additional commonage	Department of Land Affairs
7.4.3.14	Paving of streets	Municipality
7.4.3.15	Build/operate guesthouses	Department of Tourism
7.4.3.16	Tarring of road between Copperton/Vanwyksvlei	Department of Public Works
7.4.3.17	Computer Centre	Municipality/SKA
7.4.3.18	Playground	Municipality
7.4.3.19	Additional office space for departments	Municipality/Department of Public Works
7.4.3.20	Ambulance services	Department of Health

Table 70: *Unfunded Projects: Vanwyksvlei*

## CHAPTER 8: PERFORMANCE MANAGEMENT

Performance management is a strategic approach to management, which is aimed at equipping leaders, managers, workers and stakeholders at different levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of the organization in terms of indicators and targets for efficiency, effectiveness and impact. It is a requirement for local government in terms of the MSA which requires all municipalities to:

- ◆ Develop a performance management system;
- ◆ Set targets, monitor and review performance based indicators linked to their IDP;
- ◆ Publish an annual report on performance for the councillors, staff, the public and other spheres of government;
- ◆ Incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government;
- ◆ Conduct an internal audit on performance before tabling the report;
- ◆ Have their annual performance report audited by the Auditor-General; and,
- ◆ Involve the community in setting indicators and targets and in reviewing municipal performance.

### 8.1 Performance Management System

Performance information indicates how well a Municipality is meeting its aims and objectives, and which policies and processes are working. Making the best use of available data and knowledge is crucial for improving the execution of its mandate. Performance information is key for effective management, including planning, budgeting, and implementation, monitoring and reporting. Performance information also facilitates effective accountability, enabling councillors, members of the public to track progress, identify the scope for improvement and better understand the issues involved.

The Municipality delivers services essential to the well-being and development of the communities. To ensure that service delivery is as efficient and economical as possible; municipalities are required to formulate strategic plans, allocate resources to the implementation of those plans, and monitor and report the results. Performance information is essential to focus the attention of the public and oversight bodies on whether municipalities are delivering value for money, by comparing their performance against their budgets and service delivery plans, and to alert managers to areas where corrective action is required.

#### 8.1.1 Legislative requirements

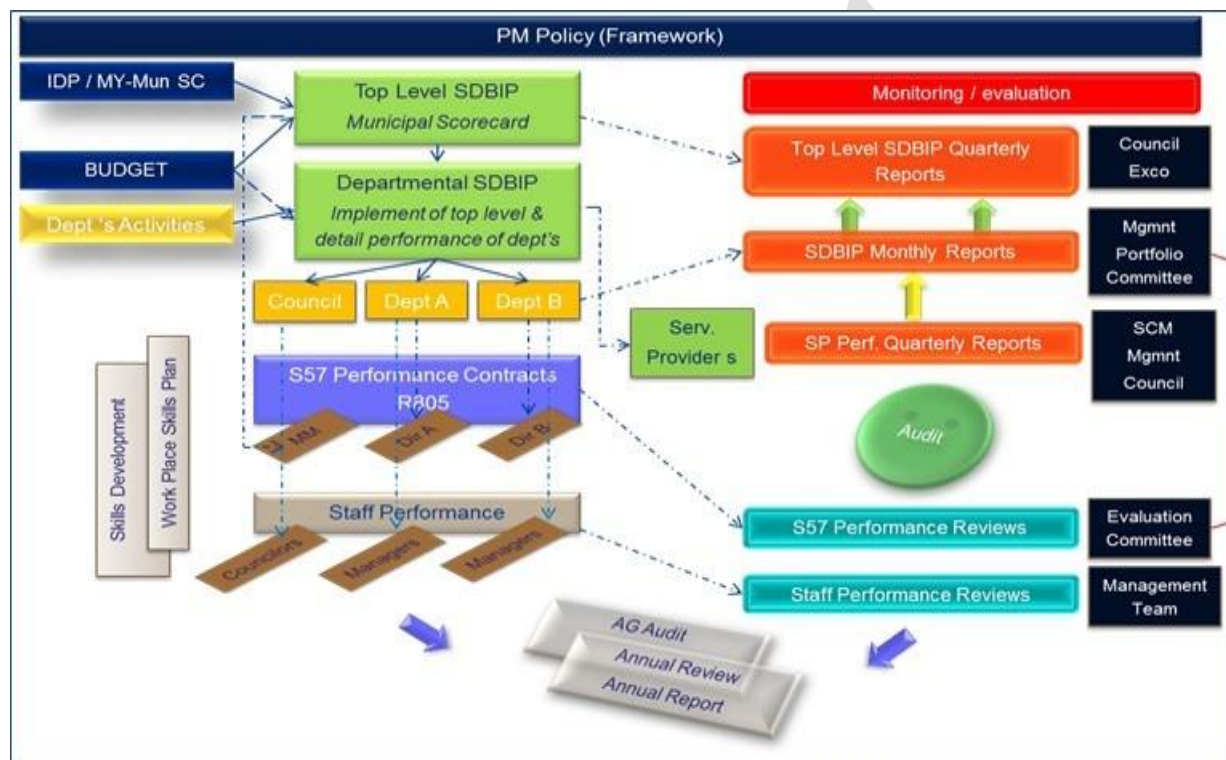
Outlined in Section 40 of the MSA, municipalities must establish mechanisms to monitor and review its performance management system (PMS) to measure, monitor, review, evaluate and improve performance at organisational, departmental and employee levels. Section 34 of the MSA furthermore points out that the IDP has to be reviewed on an annual basis, and that during the IDP review process the Key Performance Areas, Key Performance Indicators and Performance Targets be reviewed and this review will form the basis for the review of the organisational performance management and performance contracts of Section 57 managers.

The Municipal Planning and Performance Management Regulations (2001) stipulates that a “Municipality’s performance management system entails a framework that describes and represents how the Municipality’s cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role-players”.

The Municipality have a Performance Management Framework that was approved by Council on 12 December 2008.

### 8.1.2 Performance Management Framework

The Performance Management Framework of the Municipality is reflected in the diagram below:



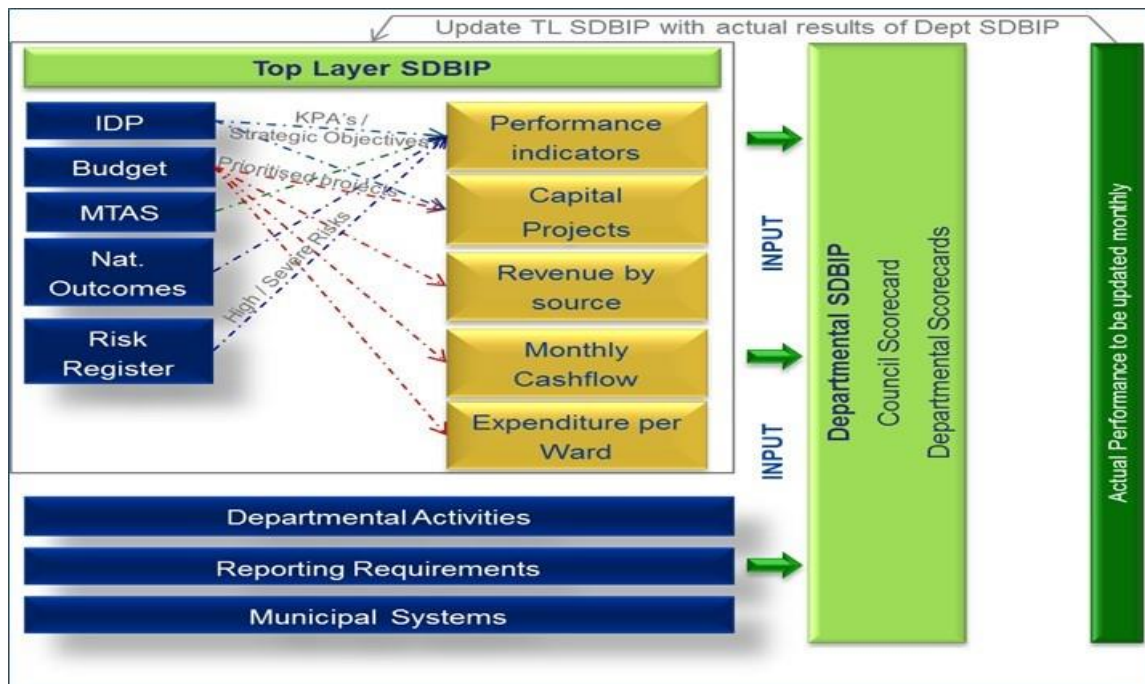
## 8.2 Organisational Performance Management Linked to Individual Performance Management

The MSA requires the Municipality to establish a PMS that is commensurate with its resources; best suited to its circumstances and in line with the IDP. It is required to create a culture of performance throughout the Municipality.

The PMS should obtain the following core elements:

- ◆ Setting of appropriate performance indicators;
- ◆ Setting of measurable performance targets;
- ◆ Agree on performance measurement;
- ◆ Performance monitoring, reviewing and evaluation;
- ◆ Continuous performance improvement;
- ◆ Regular performance reporting; and
- ◆ Intervention where required.

### 8.3 Corporate Performance



The performance of the Municipality is evaluated by means of a municipal scorecard (Top Layer SDBIP) at organisational level and through the service delivery budget implementation plan (SDBIP) at directorate and departmental levels. The Top Layer SDBIP set our consolidated service delivery targets and provides an overall picture of performance for the Municipality as a whole, reflecting performance on its strategic priorities.

The departmental SDBIP captures the performance of each defined department which reflects on the strategic priorities of the Municipality. The SDBIP provides the detail of each outcome for which the senior management is responsible for, in other words, a comprehensive picture of the performance of each directorate/sub-directorate.

### 8.4 Individual Performance: Senior Managers

Performance agreements are concluded with the Municipal Manager and the Section 57 managers annually and includes the following:

- ◆ Key performance indicators of the approved Top Layer SDBIP to ensure seamless integration with the IDP, budget and SDBIP; and
- ◆ Core Competencies in terms of Regulation 21 of 17 January 2014.

In terms of the legislative requirements:

- ◆ Performance evaluations are conducted quarterly, with the first and third quarter only verbal. The second and fourth quarter is formal evaluations
- ◆ The formal assessments are conducted by a panel
- ◆ Record must be kept of formal evaluations
- ◆ The overall evaluation report and results must be submitted to Council

- ◆ Copies of any formal evaluation of the MM is sent to the MEC for Local Government

## 8.5 Performance Reporting

Performance is reported on a regular basis and it includes the evaluation of performance, the identification of poor performance and corrective actions to improve performance.

### Quarterly Reports

Reports on the performance in terms of the Top Level SDBIP are compiled and submitted to Council. This report is published on the municipal website on a quarterly basis.

### Mid-Year Assessment

The performance of the first six months of the financial year should be assessed and reported on in terms of Section 72 of the MFMA. This assessment must include the measurement of performance, the identification of corrective actions and recommendations for the adjustment of KPI's, if necessary.

This report is submitted to the Mayor for approval before 25 January of each year and the Mayor submit the report to Council by 31 January of each year. The report is furthermore published on the municipal website.

### Annual Assessment

The performance of the financial year should be assessed at year-end in terms of Section 46 of the MSA. The performance in terms of the annual targets set will be documented in the Annual Performance Report and the report will be finalized and submitted to the Office of the Auditor-General by 30 August annually. This report will be included in the Annual Report of the Municipality. The Annual Report is submitted to Council for approval before 25 January of each year and published for comment on the municipal website.

*LIST OF ABBREVIATIONS*

<b>AG</b>	Auditor-General
<b>AFS</b>	Annual Financial Statements
<b>CAPEX</b>	Capital Expenditure
<b>CFO</b>	Chief Financial Officer
<b>COGHSTA</b>	Department of Cooperative Governance, Human settlements and Traditional Affairs
<b>DWA</b>	Department of Water Affairs
<b>EE</b>	Employment Equity
<b>EPWP</b>	Extended Public Works Programme
<b>DGDS</b>	District Growth and Development Strategy
<b>HR</b>	Human Resources
<b>IDP</b>	Integrated Development Plan
<b>KPI</b>	Key Performance Indicator
<b>LED</b>	Local Economic Development
<b>LGSETA</b>	Local Government Sector Education Training Authority
<b>MFMA</b>	Municipal Finance Management Act (Act No. 56 of 2003)
<b>MIG</b>	Municipal Infrastructure Grant
<b>MM</b>	Municipal Manager
<b>MSA</b>	Municipal Systems Act No. 32 of 2000
<b>NGO</b>	Non-governmental organisation
<b>NT</b>	National Treasury
<b>OPEX</b>	Operating expenditure
<b>PMS</b>	Performance Management System
<b>PT</b>	Provincial Treasury
<b>SALGA</b>	South African Local Government Association
<b>SCM</b>	Supply Chain Management
<b>SDBIP</b>	Service Delivery and Budget Implementation Plan
<b>SDF</b>	Spatial Development Framework
<b>WPSP</b>	Workplace Skills Plan



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